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US Chaplain Corps Recruiting: Ideas to Boost Deficiencies with Recruiting and Assessing of Chaplains

17 March 2008

by

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14. ABSTRACT
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Abstract

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Findings indicate that changes in the recruiting incentive program may be warranted. While recruiting bonuses may seem attractive, they are not currently required, but may become instrumental in the future. A promising alternative to current recruiting is restructuring the way chaplain qualification is determined and the grade at which chaplains are accessed. Repayment of student loans as a recruitment option is only an incentive for those having incurred student loans. Other incentives for chaplains who engage in recruiting activities and provide viable candidates are also explored.

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About the Author

Commander Fred McGuffin, United States Navy, is currently a Student in the Master of Science Program (Manpower) at the Naval Postgraduate School, Monterey California. He was commissioned as a 2nd LT in the US Army National Guard on Dec. 12, 1980 in Mobile, Alabama prior to graduating with a B.S. degree from the University of Mobile in 1982. After graduation, Commander McGuffin attended the Army Rotary Wing Aviator Course at Ft. Rucker, Alabama, graduating in 1983. His first assignment was in Frankfurt, Germany at the 62nd Aviation Company from 1983-1986. After returning from Germany, Commander McGuffin was an academic instructor at Ft. Rucker and the Aviation school from 1986-1989. Commander McGuffin left Active Duty in 1990 to go into full time ministry. He graduated from Beeson Divinity School, Samford University in December 1993 with a Masters of Divinity. He was then commissioned into the Navy as a Chaplain in February 1994.

His follow on assignments was Battalion Chaplain for the 3rd Battalion, 12th Marines in Okinawa, Japan from 1994-1998; Command Chaplain on the USS PHILIPPINE SEA (CG-58), Mayport, Florida from 1998-2000; Command Chaplain for the Kunia Regional Operations Security Group in Honolulu, Hawaii from 2000-2003; Command Chaplain for the Naval Submarine Support Command in Pearl Harbor, Hawaii from 2003-2006. Commander McGuffin's next assignment is as Chaplain Officer Program Manager at the Navy Personnel Center, Millington, TN.

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Executive Summary

The Navy Chaplain Corps has enjoyed a long and fruitful relationship with officers and sailors. Presently, the Chaplain Corps serves on ships and in shore installations with Marines and Coastguardsmen. It also serves at the Merchant Marine Academy. These relationships have proven beneficial to the services and those who serve. Today's military environment offers new challenges to the Navy Chaplain Corps and those whom it serves. More pressure is being placed on the shoulders of service members with fewer assets available. A major problem in filling the needs of supported units is the lack of sufficient new chaplain recruits. The shortage is a result of fewer individuals entering the clergy as a first vocation, the negative influence of the unpopularity of the war in Iraq, and numerous instances of negative press coverage.

This study focuses on the recruiting process and how it may better serve the Navy and the Chaplain Corps. An analysis of competing and complementary incentive programs is also explored and is analyzed. These programs represent ideas provided by other service programs and suggestions provided through surveys with seminarians, junior chaplains and senior chaplains.

Incentives are not going to solve all of the Chaplain Corps recruiting issues; however, they may prove instrumental in improving contact with potential candidates. The Chaplain Corps' image is another factor in the larger issue of recruiting and the story of Chaplaincy needs to be told. Current chaplains need encouragement to get out in the local community and "tell the story." Incentives for chaplains who go that extra distance are also explored. In the end, this study will not solve all the issues facing recruiting within the Chaplain Corps, but it may provide a starting point for further study into how recruiting efforts may be improved. Further funding for more in-depth study is recommended.

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I.   Introduction

A.   Purpose

The United States Navy Chaplain Corps (CHC) serves with the U.S. Marine Corps (USMC), Coast Guard (USCG), Merchant Marine Academy (USMMA) and the US Navy (USN). The relationship of the Chaplain Corps with the Navy traces its history to the founding of the United States. Today, these traditional areas of service are threatened by a shortage of junior chaplains entering the Corps. As seen in Table 1, the Navy Chaplain Corps has achieved its recruiting goal only three times in the past ten years.
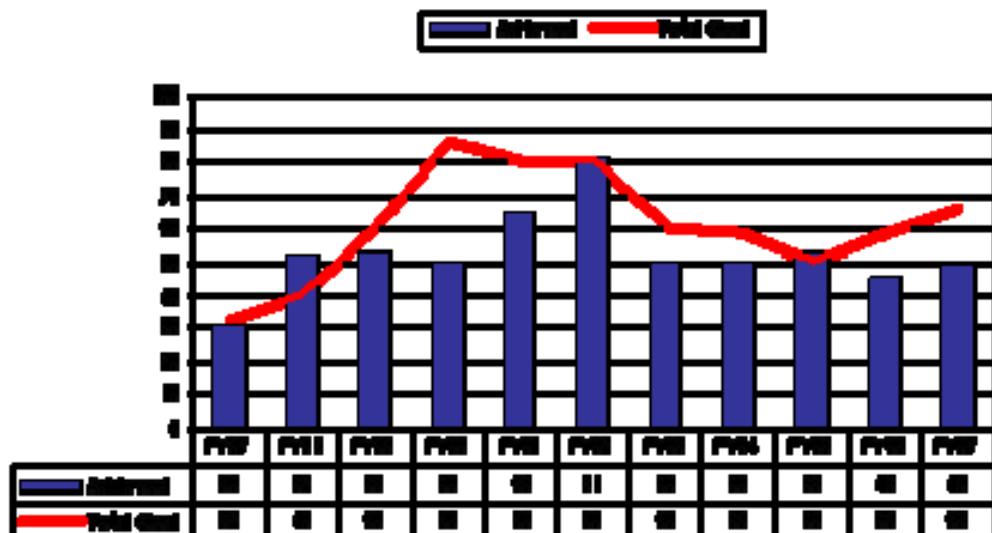
Figure 1.   Overview of Total Accessions Achieved vs. Goal
(From: Berto (11 November 2007), Manpower Assistant to the Chief of Navy Chaplains, Washington, DC)

The Navy shows a recruiting deficit for chaplains in all but fiscal years 1998, 2002 and 2005. The 2002 data following the September 11, 2001, attacks likely reflects higher numbers based on renewed patriotism. However, as a matter of course, the Navy Chaplain Corps has experienced an overall deficit of 94 chaplains

recruited in relation to its total goal; this is 86 percent of its total goal over the past ten years.

Presently, there are few incentives to attract individuals eligible for Navy Chaplaincy service, other than those offered to all service members. This study analyzes the extent that additional or different recruiting incentives might attract a wider array of quality chaplaincy candidates and evaluates the effectiveness of the screening process of identified candidates. Effectiveness is defined in the Webster dictionary (1966) as *producing a decided, decisive or desired effect* (e.g., accomplishing recruiting goals), including the crucial caveat of *adapting* to an environment characterized by risk and uncertainty. Study results provide recommendations for assisting Naval decision-makers in their focus to systematically increase the number of new chaplain recruits.

B.   Background

1.   Navy Chaplain Recruiting Policy

Navy chaplains must meet all requirements for becoming a restricted line Naval officer, including overall qualifications for individual Service members, with the objective of selecting candidates exemplifying the best standards of moral, mental and physical fitness (Commander of Navy Recruiting Command, 3 January, 2005, pp. 1-3). In addition, a "pro-board" is held that considers qualifications unique to chaplaincy (pp. 1-2). This pro-board is referred to as the Chaplain Appointment and Retention Eligibility Advisory Group (CARE) by the Chaplain Corps and is constituted through *Chief of Chaplains Instruction 1110.1H* (2007a).

The CARE board evaluates each applicant in relation to the following criteria (p. 3):

- Received ecclesiastical endorsement: approval from the applicant's faith group endorsing the candidate as a fully qualified member of its clergy

- Provided academic credentials

- Demonstrated professional ministry expertise

- Demonstrated ability to manage multiple tasks and develop staff officer skills required of a chaplain

- Demonstrated verbal, written and problem-solving skills

- Demonstrated potential for further graduate studies

- Demonstrated leadership and team-working skills

- Demonstrated ability to constructively provide ministry and accommodation in a pluralistic environment

- Motivated to serve as a Chaplain Corps Officer in the Navy

- Demonstrated ability or potential to excel in the military environment

- Observed for physical fitness and military bearing through the interview process[1]

- Demonstrated exemplary personal behavior and integrity

- Upheld professional reputation and comportment

CARE board recommendations are forwarded to the Chief of Naval Personnel (CHNAVPERS) or COMNAVCRUITCOM regarding the commissioning as chaplains according to the professional qualifications of the applicants (p. 5).

2. Navy Chaplain Recruiting Incentives

The Chief of Navy Chaplains (draft) decision brief on recruiting incentives shows only a single $10,000 incentive for Active Duty (AD) to Reserve (Res) transfer, including Chaplain Candidate Program Officers (CCPO) who supersede to reserve duty (2007b, p. 15). Other than those incentives and benefits offered to all Naval personnel, no other incentives are offered.

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[1] All candidates must be interviewed by a senior Chaplain Corps Officer in the grade of O-5 or above.

3. Army Chaplain Recruiting Policy

An individual desiring to serve as a chaplain in the United States Army (USA) must submit an application to one of nine annual chaplain accession boards, as well as obtain an endorsement from his denomination (Chief of Army Chaplains, 2007, p. 24). During the accession process, chaplaincy candidates are interviewed by a senior O-6 chaplain for active duty or an O-5 to O-6 chaplain for reserve component duty. After an individual's packet has been approved and recommended for accession, it is forwarded to the proper component for processing, generally AD, US Army Reserve, National Guard Bureau (p.24).

4. Army Chaplain Recruiting Incentives

The Army offers several cash and non-cash incentives for affiliation with the active and reserve components. Table 1 lists various incentives available to encourage both active and reserve component chaplain accessions. Their reserve affiliation bonus of $10,000 is the same as the Navy's for directly accessioned chaplains and chaplains affiliating with the reserves following active duty. Additional incentives include Tuition Assistance (TA) for the Army Chaplain Candidates and newly assigned reserve chaplains. Other unique incentives include guaranteed first assignments, incentives for present active-duty chaplains who recruit new chaplains, and guaranteed joint first assignments for individuals assessing into the active force as "buddies."

**Table 1.   Current Chaplain Recruiting Programs
(After: Goode, 3 January 2008)**

PROGRAM	BRIEF	ELIGIBLE	BENEFIT
Active Duty Initiatives			
Aloha, Edelweiss, ROK	Initiated by AC chaplains/recruiters in these overseas AOs. Also, limited RC chaplains applying for active duty.	ARNG/USAR chaplains, seasoned civilians	Guaranteed assignment
Buddy System	Pair of applicants apply together for active duty for joint CONUS assignment.	RC chaplain or civilians	Guaranteed joint assignment
Finders Keepers (FK)	A civilian clergy is secured for active duty by active-duty chaplain.	civilian clergy	Installation gets chaplain
Reserve Initiatives			
Affiliation Bonus	Bonus for chaplains who affiliate with RC upon leaving the AC.	Active-duty chaplain	$10,000
Accessioning Bonus	Bonus for first-time officer accessions into the RC chaplaincy.	civilian clergy	$10,000
Academic Assistance			
Tuition Assistance (TA)	Tuition assistance paid directly to student's graduate school.	chaplain candidates	Not >$4,500/yr
Matching Tuition Assistance	Participating graduate schools offer to match TA received by student IAW ARNG agreements.	chaplain candidates	Not >4,500/yr
Chaplain Loan Repayment	Student loans incurred from graduate work.	newly accessioned chaplains	Not >$20,000
Chaplain Candidate Scholarship	Graduate schools offer scholarships to select incoming students who also enter the chaplain candidate program.	chaplain candidate applicants	$4,500/yr
Recruiting Assistance			
Army Reserve—Recruiting Assistance Program (AR-RAP)	Soldier serves as a Recruiting Assistant that successfully assists with the recruitment of a chaplain.	USAR TPU Soldiers & retirees (20 yrs)	$2,000
Guard Recruiting Assistance Program-Officer (GRAP-O)	Soldier serves as a Recruiting Assistant that successfully assists with the recruitment of a chaplain.	ARNG TPU Soldiers & retirees (20 yrs)	$5,000
Alma Mater	Redeployed RC chaplains visit alma mater to recruit.	RC chaplains	TDY

AC=Active Component   RC=Reserve Component (ARNG & USAR)   AO=Area of Operations CONUS=Continental U.S.

5.   Air Force Chaplain Recruiting Policy

The U.S. Air Force (USAF), Army and Navy are bound by the overarching Department of Defense (DoD) regulations for recruiting chaplains. All chaplain officers must meet the requirements to obtain a commission in the armed forces as well as the additional DoD mandated chaplain requirements. (Secretary of the Air Force, 2003, p. 54). Historically, the Air Force accepts only high-quality candidates, i.e., candidates earning a Master's Degree with 96 semester hours. Few waivers are accepted for age or experience requirements (Anderson, 25 October 2007).

The Air Force relies on two recruiting incentive programs to consistently meet its recruiting goals. The first is an Air Force reserve affiliation bonus of $10,000 for active-duty chaplains transitioning to the reserves. The second incentive is Tuition Assistance provided for chaplain candidates. This reimbursement program requires participants to affiliate with the reserve component for two years (Chief of Navy Chaplains, 2007, pp. 15-16).

7.   Research Questions

Individuals in seminary and local church pastors are the main pool of individuals available for chaplaincy. However, there are many obstacles to attracting these ministry professionals to chaplaincy: a potentially negative image of Navy Chaplaincy due to ongoing litigation, ethical concerns about the war in Iraq, and misinformation about the nature of chaplaincy (Chief of Navy Chaplains, 2007b, p. 11). An additional factor that impacts chaplain recruiting, reflected by the graying of the overall US workforce, is an aging pool of possible chaplain candidates. Approximately 58% of current recruitment leads are over the maximum age of 42 (p. 11). Chaplain candidates face similar personal and moral issues reflected in general recruitment pools, including making poor financial management decisions that result in bankruptcy, and resisting disclosing prior legal and drug-involvement issues—both of which degrade the viable applicant pool. (p. 11)

a. *Primary Research Question*

- What are the current recruiting incentive policies for US Navy, Army and Air Force chaplains, and which policies could improve Naval chaplain recruiting results?

b. *Secondary Questions*

- How are chaplains goaled for recruiting districts?

- In what ways does the overall screening process encourage or discourage recruiting qualified candidates?

C. Scope, Data and Methodology

1. Scope

Recruitment of Navy chaplains is a major issue derived from a long history of military combatants needing and expecting timely religious and moral support from their commands wherever they live and fight. In order for the Navy to maintain a healthy Chaplain Corps—defined by sufficient numbers and quality—recruiting focus and resources will need to be augmented. Incentives, particularly in a national economy tottering on recession, may provide a timely boost needed to repair an overextended Naval Chaplain Corps. However, as more individuals are needed and recruited into chaplain ministry, recruiters must resist lowering or compromising standards to obtain a sufficient number of recruits. A robust screening process will encourage more widespread interest, while simultaneously disqualifying non-qualified applicants.

2. Data

Data were derived from three researcher-developed surveys; these are available in Appendix A: active and reserve first-term chaplains, Appendix B: seminarians throughout the United States, and Appendix C: senior chaplains. The instruments provide numerous perceptions of the recruiting process: ranging from those who may not have considered chaplaincy to experienced chaplains.

a.   *Descriptive Statistics for Seminarians*

Table 2 presents statistics derived from questions 3 through 8 of Appendix A:

Table 2   Descriptive Statistics for Seminarians

Average age at graduation	35
Average number of dependants	.5
White	79.3%
Asian/Pacific Islander	6.9%
Black	6.9%
Latino/Hispanic	6.8%
Male	89.7%
Female	10.3%
Married	34.5%

Seminarians responding to the survey have an average age of 35 at the time of expected graduation and generally do not have a large number of dependants, even though 34.5% responded that they were married. Their responses provide an interesting glimpse at the racial and gender makeup of students at the seminary level—e.g., 79.3 percent describe themselves as white, and the respondent population is 89.7 percent male. Less than half are married. Overall, the pool from which the Chaplain Corps must draw appears relatively constrained.

b.   *Descriptive Statistics for Junior Chaplains*

Table 3 presents statistics derived from questions 2 through 6 of Appendix B:

Table 3   Descriptive Statistics for Junior Chaplains

Average Age	39
Married	76%
Average number of dependants	1.32
White	84%
Asian/Pacific Islander	4%
Black	8%
Latino	4%
Male	88%
Female	12%

Junior chaplains responding to the survey demonstrate slightly different demographics than the seminarian sample illustrated in Table 2. The chaplains responding to the survey are slightly older, more are married and they have more dependents 39 years, 76 percent, and one and a third dependents, respectively. There is a slightly higher percentage of white chaplains, and the percentage of female junior chaplains is 12. The numbers reflect subtle differences from those drawn from applicant pools in the seminarian and junior chaplain populations. Further depth and analysis in the area of similarities and differences might be helpful in understanding complex American demographic groups (marketing firms can granulate society into over 70 demographic groupings).

3.   Methodology

The researcher collected data from the three populations via two different methods, while participant selection was accomplished by using three approaches. The surveys of seminarians and junior chaplains were conducted via the Internet using www.surveymonkey.com. Respondents answered and submitted their survey through the Web site, and the instrument compiled the descriptive data. Seminarians responded at a lower rate than junior chaplains. The lower response rate is likely related to the process used to contact seminarians: anonymous invitations were mailed to deans of 25 different seminaries requesting they distribute

the invitations and motivate students to log onto the website and complete and submit usable surveys. This reliance on intermediaries could have produced a lower response rate. However, respondents appear equally distributed across the United States. Junior chaplains responded at a higher rate because they were directly contacted via a researcher-generated e-mail and provided a direct link to the survey.

Senior chaplains were surveyed via telephone interview and responded at a rate of 100 percent. Every senior chaplain contacted participated. Although this method was the most revealing, it was also the most time consuming because almost all the senior chaplains expounded on many responses.

D.   Organization

Chapter II summarizes and highlights previous studies in the area of recruiting bonuses and incentives. Chapter III discusses the findings found in the data and Chapter IV provides a summary and discussion of other pertinent issues, conclusions and recommendations.

II.   Literature Review

A.   Enlisted and Officer Recruiting Incentive Studies and Reports

The extent to which various incentives impact an increasingly difficult recruiting process for selected enlisted and officer specialties is a prevalent and well-studied defense issue. Historically, recruiting incentives focused on the enlisted force, and multiple studies have been conducted to determine the degree to which various incentives encourage civilians to enter military service. If anything, the pressure and difficulty of inducting officers and enlisted into the armed forces is exacerbated by the ongoing war. This chapter reviews selected studies related to recruiting incentives for enlisted and officer defense personnel.

1.   Golfin (2003)

Golfin (2003), in a study *Toward an Understanding of the Role of Incentives in Enlisted Recruiting* conducted by the Center for Naval Analyses (CNA), investigated effects of changes in enlistment bonuses (EBs) on enlistments in various ratings with recruits assessed between 2000 and 2002. Golfin obtained data from the Personalized Recruiting for Immediate and Delayed Entry (PRIDE) enlisted reservation database. She limited her observations to males with an Armed Forces Qualification Test (AFQT) of 80 or above, who are citizens and have not reached the age of 25 by their active duty date. The test group included recruits with normal color vision and who are High School Diploma Graduates (HSDGs), as well as those qualified for the Nuclear Field (NF)—i.e., individuals eligible for any other Navy rating (pp. 25-26). A logistic regression was used to estimate the probability of a NF-qualified recruit enlisting in the NF and shipping within one of two seasons: the Winter (February through May), which has relatively few graduating high school seniors, and the Summer surge months (June through August). Golfin also analyzed state-level monthly unemployment rates, fiscal year dummies, days in the

Delayed Entry Program (DEP) and Naval Recruiting District (NRD) as functions of recruit characteristics, resulting in a total sample size of 5,977 (2003, pp. 54-55).

Golfin was unable to specifically find a direct relationship between changes in EBs and related enlistment rates; however, she did find other insights into incentives: about 6% of accessions in the focus years who were promised an EB were promised an EB at an incorrect level, recruits who change either their original rating or ship date have a higher propensity to be offered the wrong EB, high-tech rating recruits switch either rating or ship date more frequently than other recruits, and almost 13% of all FY02 accessions required moral waivers (p. 69).

The majority of her recommendations have little bearing on this study; however, she recommended that the Navy conduct experiments to further understand the roles of incentives, personal preferences and the classification process in the ultimate selection of ratings and ship dates (pp. 68-69). Her findings clearly show the difficulty in determining the role of incentives in seasonal or channeling effects.

2.   Camp (1997)

Colonel Larry R. Camp (1997), in a study at the US Army War College, Strategy Research Project, "Pulling out of a Tailspin: Rebuilding the Dental Corps After Downsizing," investigated rebuilding the Dental Corps (DC) after persistent downsizing. His conclusions on the effects of downsizing indicated the need to rebuild the DC. A qualitative approach was used to compare both the compensation and skill attainment of military dentists and their civilian counterparts, as well as the present gap between requirements and available dental officers. Most of his data came from various sources, such as the American Dental Association, the American Association of Dental Schools for the years 1995 and 1996, as well as 1996 year-end data on the composition of the United States Army Dental Corps.

In conducting his study, Camp explained the Dental Corps' role within the context of military readiness and how a lack of dentists would eventually impact the

services' ability to maintain a ready force. He found a DoD shortfall of 298 dental officers, with an expected shortfall of 614 officers by 1999. In addition, he found that a lack of limited accessions had impacted the total dental force by increasing workload and requiring senior officers to fill positions once held by junior officers, resulting in reduced patient specialty care (pp. 10-11).

In this study, Camp also discovered a need for a new dental specialty pay to attract graduates from dental school. Additionally, he proposed enhancing recruiting incentives by increasing the Health Professions Scholarship Program (HPSP) to cover 90 percent of projected accession requirements. He also recommended that the current $30K Dental Accession Bonus remain in effect through the one-year evaluation phase. Other recommendations included Variable Special Pay (VSP) increase to cover pay disparity, Additional Special Pay (ASP) for all dental officers (except those in residency) to encourage retention, Board Certified Pay (BCP) to be maintained at current levels, Incentive Special Pay (ISP) to help in the retention of specialists and to encourage general dentists to specialize, and a Multi-Year Bonus to encourage specialists to remain long term (pp. 17-18).

3. Polich, Dertouzos and Press (1986)

Polich, Dertouzos and Press (1986), in their RAND study *The Enlistment Bonus Experiment,* assessed the effects of expanded cash bonuses on attracting qualified young people into service. The authors' findings are drawn from two bonuses offered by the Army for four-year and three-year enlistments. They described the results of a congressionally directed study on the cash enlistment bonus based on a nationwide experiment. This experiment was conducted by the Army using two new bonuses: $8K for four-year commitments and $4K for a three-year commitments. The test was designed with a control (Cell A) of the existing $5K bonus for a four-year enlistment for 70 percent of the nation, a second group (Cell B) used the new $8K bonus for a four-year enlistment covering 15 percent of the nation, and a third group (Cell C) covered the remaining 15 percent of the nation with a $8K bonus for a four-year commitment or $4K for a three-year enlistment. All

cells were local areas chosen through a randomization process. The time period the test covered was July 1982 through June 1984 (pp. 12-19).

Polich et al. (1986) examined the bonus program in three stages:

1. Deciding whether to enlist (signing an enlistment contract)

2. Selecting a skill for training

3. Choosing a term of enlistment (deciding among commitments of two, three, or four years) (p. 20)

Using a log-difference form, the authors estimated the effects of the bonus programs on the total number of army enlistment contracts through a three-stage, least-squares methodology. They found that Cell C (choice of a 3- or 4-year contract with either a $4K or $8K bonus, respectively) had a statistically significant effect of about a 5 percent increase in total Army recruiting (p= .05) and Cell B ($8K bonus for four years) showed a slightly lower effect of about 4 percent (p= .10) holding all other variables constant (pp. 36-37). Table 3 illustrates the effects of the bonus programs in relation to the three stages discussed previously. Based on this table, Polich et al. (1986) found that the C Cell program increases high-quality three-year contracts by 87.4 percent over the A Cell control group in "net effects," controlling for other bonus effects estimated by their model.

Table 4   **Net and Composite Effects of Bonus Programs**
(Percentage increases)
(From: Polich, et al., 1986, p.45)

Type of Effect	Dependent Variable	Estimated Effect[a] B Cell Program	C Cell Program
Net			
Market expansion	HQ contracts (all skills)	4.1	5.0
Skill channeling	HQ contracts in test-eligible skills	31.7	41.5
Term of service	HQ contracts for four years in test-eligible skills	15.3	0.4
Term of service	HQ contracts for three years in test-eligible skills	− 28.5	87.4
Composite			
Skill channeling	HQ contracts in test-eligible skills	37.1	48.6
Term of service	HQ contracts for four years in test-eligible skills	58.0	49.2
Term of service	HQ contracts for three years in test-eligible skills	−2.0	178.5

[a]Estimated effect given as percentage increase relative to control.

Polich et al. (1986) concluded that the experimental outcomes in this study show that EBs can be an effective policy option for managing accessions. Additionally, they concluded that individuals will take longer service obligations as a result of a bonus policy. Another finding was that bonuses showed a modest market-expansion effect in hard-to-fill occupations, which increased the number of high-quality recruits. Finally, Polich, et al. concluded, considering all the policy options available, that bonuses were the most flexible incentive and could be quickly implemented to fill critical shortfalls without changing the basic military pay structure (pp. 49-50). They made no recommendations in their study.

4. Asch and Dertouzos (1994)

Asch and Dertouzos (1994) compared the cost effectiveness of educational benefits and enlistment bonus recruiting incentive programs in their RAND study. The study used two experiments (the Enlistment Bonus Test and the Educational Assistance Test Program) to estimate the total force effects of enhanced enlistment

bonuses (EBs) and educational benefits (EdBs). Both experiments offered individuals varying benefits based on their geographic location (p. x). These two programs are compared in Table 4; the data shows that the enlistment bonus experiment (EBE) increased all high-quality enlistments by 5 percent, while the educational assistance test (EATP) showed an almost 9% increase. The increase in enlistments in the targeted test-eligible skills was 48.7% for the EBE, while the EATP showed a 17% increase. However, the demonstrated 17% increase for EATP is overestimated because it included a market-expansion effect (p. 14).

Table 5   Overview of Enlistment Bonus Test and Educational Assistance Test Program Results
(From: Asch & Dertouzos, 1994, p.14)

	Estimated Increase (%)	
	All Skills	Test-Eligible Skills
High-Quality Contracts		
Enlistment Bonus Test[a]	5.0	48.6
Educational Assistance Test Program[b]	8.7	17.0
High-Quality Obligated Man-Years		
Enlistment Bonus Test[a]	8.4	52.7
Educational Assistance Test Program[b]	3.8	9.2

[a]Polich, Dertouzos, and Press (1986).

[b]Fernandez (1982).

The increases in obligated man-years, shown in Table 5, demonstrate a shift to the right in the total number of obligated man-years for each program. Both programs demonstrate a net lengthening of tours (p. 14). Asch and Dertouzos (1994) make the point that "total force effects" may mitigate some of the bonus effects. They defined total force effects as the possibility that bonuses and educational assistance my draw marginal recruits with a higher propensity to not complete their initial obligations (p. 15). After further study, they found that EBs had no statistically significant impact on retention; thus, the overall effect of EBs is to increase enlistments (p. 17). Educational benefits show a significant effect on retention and attrition. The EATP demonstrated a 4.6 percent increase in first-term completion rate with a corresponding 11 percent reduction in retention. Even larger effects were demonstrated by the test-eligible skill recruits. These recruits showed a

5.4 percent increase in first-term completion with an even larger 16 percent increase in retention (pp. 19-20).

Overall, the authors found that EBs mainly influenced the Army's ability to expand the market and assist in channeling recruits into priority skills, while EdBs had a broader effect in influencing more than just initial recruits. Education Benefits demonstrated a man-year cost with even greater costs in test-eligible skills. In relation to the control cell, EdBs are shown to generate more separations (among those who complete their first term) for the active force but to provide the possibility of higher accessions for the reserve forces (p. 22). Overall, Asch and Dertouzos (1994) concluded that educational benefits are an extremely cost-effective recruiting option compared to bonuses (p. 37). They made no further recommendations.

5.   Asch, Hosek and Martin (2002)

A study by Asch, Hosek and Martin (2002) provided an overview of compensation for active-duty officer and enlisted personnel in 1999. It examined receipts and amounts of each type of cash pay while highlighting patterns by years of service, occupation and service branch. This RAND report investigated the adequacy of military compensation and recommended improvement as needed. This overview of military compensation for active-duty enlisted and officers in 1999 provided information on types of pay and receipt patterns based on occupational areas and years of service. Asch et al. used three sources of data to complete this report. These sources were the Joint Uniform Military Pay System (JUMPS), the Proxy Personnel Tempo (PERSTEMPO) data file, and the Directorate of Compensation in the Office of the Secretary of Defense (OSD) on the average Basic Allowance for Housing (BAH), Basic Allowance for Subsistence (BAS) and federal tax advantage for 1999 by pay grade, years of service and marital status (p.4).

Within this report, Asch et al. (2002) described total compensation received by individuals based on service averages. Officer bonuses were briefly discussed in relation to retention incentives and two Nuclear Officer Accession Bonuses.

However, Asch et al. did demonstrate the overall compensation effects of enlistment bonuses. Table 5 shows how the services used enlistment bonuses. This table indicates that the Army's average EB was $5,249; the Navy's average was $4,321; the Air Force's average was $3,744, and the Marine Corps' average was $2,137.

Table 6   Incidence and Average Amount of Enlistment Bonus and SRB
(From: Asch et al., 2002, p. 12)

Incidence and Ave...

Bonus Incidence and Amount

Enlistment bonuses
  Percentage receiving first pa...
  Average first payment
  First payment as percentage...
  Percentage receiving annive...
    payment[a]
  Average anniversary paymer...
  Anniversary payment as per...
    basic pay
SRB
  Percentage receiving first pa...
  Average first payment
  First payment as percentage...
  Percentage receiving annive...
    payment[a]
  Average anniversary paymer...
  Anniversary payment as per...
    basic pay

[a]Percentages are computed re...
For first-year personnel, the...
December 1998, plus those er...
1999. Because first payments...
sample contains only four-...
undercounts the percentage...
Allowing for entrants througho...

As Table 6 indicates, EBs constitute a significant proportion of overall compensation and selective reenlistment bonuses (SRBs) while contributing to continued overall compensation, but they are only paid to a small percentage of service members. Overall, Asch et al. (2002) found that pays across the services are quite similar, thus resulting in similar patters of retention. They do point out that reenlistment bonuses factor into sustaining these similarities as bonuses are added or increased as reenlistment rates vary in different specialties (p. 38). They also suggest that changes in the compensation structure may be required as different career lengths and specialties are required (p. 38).

B.   Summary

Studies and reports on pay and incentives offer mixed results in clarifying the precise roles of recruiting incentives; this disparity is possibly due to the inherent complexity involved in individuals' decisions to join or stay in the military. The reviewed studies did not agree on the positive effect of financial bonuses on recruiting, which probably reflects the disparate effects money can have on career selection and tenure, especially in terms of a public service ethic—common knowledge would indicate that people do not come into the military to get wealthy. Another intervening factor in the debate is the wide variety of specialties available to potential recruits.

Several studies dealing with enlisted recruiting bonuses did show positive marginal effects on accessions across Services. The magnitude of those effects was mixed, however, due to the limited nature of the studies. In the area of officer recruiting, some specialties appeared to respond to additional incentives, which could be the result of the critical and difficult nature of some military specialties, such as submarine service.

Educational incentives appeared to play significant roles in recruiting, even though they may contain their own seeds of long-term negative effects on retention, i.e., the pull for educated employees in the civilian workforce (Asch & Dertouzos, 1994). Negative retention effects might be mitigated by a wider available pool of individuals considering reserve service.

Camp (1997) indicated that without substantial intervention, the Dental Corps throughout Defense faces overwhelming challenges, including being marginalized into insufficient future capacity and capability. He proposed changes both in recruiting bonuses and educational assistance (pp. 13-17). A major difference arises in terms of *when* to apply the educational assistance incentive, i.e., prior to active service, or post-service educational assistance (Asch & Dertouzos, 1994).

Asch, Hosek and Martin (2002) found that bonuses do play an important role in terms of overall member compensation; however, by definition, targeted bonuses exclude large numbers and classifications of enlisted and officer personnel. In sum, bonuses do appear to make a difference in recruiting and retaining individuals in critical skill areas.

III.   Findings

The three surveys conducted by the researcher provided insight into the thinking of seminarians, junior chaplains and senior chaplains. These insights suggest where the Chaplain Corps presently finds itself and a few possible directions it may go to improve recruiting. The sample sizes for the two chaplain surveys fairly represent the two targeted populations. The seminarian sample is somewhat less representative, as less than 1/3 responded to the invitation. However, we may learn from even this small sample.

A.   Seminarian Sample

The seminarians who responded provided interesting insight into future ministers and possible chaplain recruits. Of those who responded, a full 82.8 percent are completing degrees required by the DoD for eligibility in the Chaplain Corps. Additionally, all respondents except one meet the requirement for not exceeding the maximum age. Family issues do not seem to cause many problems either, as few of the respondents presently have children, and only 34.5 percent are married. A problem area may be in racial diversity—as 79.3 percent responded they were white/Caucasian, with only 6.9 percent claiming Black/African American, 6.9 percent claiming Asian/Pacific Islander, 3.4 percent claiming Spanish/Latino, and 3.4 percent claiming other. This may indicate a low minority enrollment in the seminary sample. As 89.7 percent of respondents were male, we see a further complication with gender diversity. As the Chaplain Corps strives to fill billets, lack of diversity may well prove to be an issue.

The sample is also telling in the perceptions toward the Chaplain Corps. The respondents only demonstrate a 44.8% positive response when queried about having ever considered Navy chaplaincy. Those who answered "No" to this question further stated that they had never thought of Navy Chaplaincy until receiving the survey at a rate of 52.9%, with three individuals (17.6%) stating they were afraid

they would not meet the physical standards. The rest of the respondents offered what can best be described as negative responses, demonstrating a perception of Navy Chaplaincy as less than positive. These individuals (11.8%) responded that they were afraid they would be away from family too much. Another 17.6% felt their ministry would be restricted. The negative response of approximately 47% demonstrates a real issue with Navy chaplain recruiting. If this sample is representative of the seminarians presently in school, then about half of the recruiting pool has a negative perception of Navy Chaplaincy. This may well be corrected through education (assuming we can disseminate the information) and by working with the various denominational endorsing agents.

For those who responded that they had considered Navy Chaplaincy (44.8%), a full 26.7% responded they had not pursued a career in chaplaincy. This might demonstrate a lack of knowledge on how to become a chaplain or where to look for more information. The other 73.3% who responded stated that they had considered chaplaincy. The numbers were divided between having visited the Navy Chaplain recruiting web site (20%) and having deciding that chaplaincy was not their calling (46.7%). One respondent indicated he had contacted a recruiter. These results indicate that a possible way of increasing individuals considering Navy Chaplaincy is by establishing contact with individuals while they attend seminary. However, this approach could prove to be quite a challenge as the number of full-time chaplain recruiters is limited.

When recruiting bonuses are explored, 51.7% of respondents responded positively to the possibility of considering chaplaincy, depending on the amount offered. However, only seven individuals stated a specific amount required for them to do so. A pleasant finding is that two individuals (24.1%) stated they would consider Navy Chaplaincy without an offer of a recruiting bonus. When asked if the payment of student loans would influence their considering of chaplaincy, 79.2% of the respondents answered in the affirmative, with 37.9% adding the caveat

"depending on the amount" and 31.0% stating they had no student loans but would still consider Navy Chaplaincy.

The guarantee of an individual's first choice of duty station within the Navy's worldwide locations was a strong incentive for the seminarian population. The respondents show a strong (65.5%) positive correlation between this option and their willingness to consider Navy Chaplaincy. One respondent stated, "I would give up all the other stuff except benefits like medical and placement guarantee" in lieu of bonuses and student loan payment. This type of statement appears to indicate that stability and predictability of assignment are strong motivators in individuals' decisions to pursue chaplaincy.

When the respondents were asked to rate, on a 6-point Likert scale, their level of agreement to various statements, they clearly conveyed their opinions of the various issues facing individuals considering chaplaincy. In the area of bonus payments for joining, 51.7% responded either "strongly agree" or "agree" that the issue was important. In the area of paying off of student loans, the results were more mixed—24.1% showed strong agreement while an additional 31% were unsure but leaned towards agreement; 13.7% marked either "disagree" or "strongly disagree." First-assignment guarantees found a stronger following, with 65.5% indicating "strongly agree" or "agree" to the statement's importance. When the subject of freedom of personal religious expression was raised, 96.5% indicated this area was very important by marking "agree" or "strongly agree." Working with clergy from other faiths proved to be a bit more mixed, however; 51.7% indicated agreement with the idea of working with other faiths, while 10.3% strongly agreed. Worldwide travel also figures strongly in individuals' desires to pursue chaplaincy. Of the respondents, 93.0% indicated worldwide travel was at least somewhat perceived as a benefit of Navy Chaplaincy. On the issue of medical and exchange benefits, 69% of respondents felt these benefits were important factors in to their decision to consider chaplaincy.

B.   Junior Chaplain Sample

The responding junior chaplains provided valuable feedback on the recruiting process, which they recently completed, as well as their satisfaction with their decision to join the Navy. In addition, their insights into the possibility of incentives may provide possible direction for the recruiting of future chaplains. The respondents included 26 individuals out of 45 who were invited to participate. There were 23 males and 3 females, with 80.8 percent reporting they are white. Additionally, 76.9 percent report being married. Ten of these individuals had incurred student loans in their studies leading to chaplaincy and carry an average of $45,333 for those listing an amount. The respondents were predominantly Active Duty (96.2%). Time served as chaplains was stipulated as 7 to 12 months (7.7%), 13 through 18 months (57.7%) and 18 through 24 months (34.6%).

When asked which factors drew them to chaplaincy, 73.1% of the respondents chose "other" instead of the multiple choice answers: pay and benefits, Navy Chaplaincy's reputation, prior naval service, or knew a Navy chaplain. Besides the answers of military ministry being a calling from God, the following illustrate the responses found in Appendix B. These were taken directly from the respondents' surveys and, thus, reflect their original wording.

- I went to seminary with a focus on youth ministry. While there the USS Cole was attacked and I learned that the average age of sailors was 19 and I was drawn to the youth ministry aspect of military ministry in a high stress environment.

When asked a similar question of factors relating to their decisions to enter Navy Chaplaincy, the junior chaplains provided similar results on the correlating statements, on a 6-point Likert scale: 73.1% of the respondents agreed or strongly agreed that a monetary signing bonus would increase chaplain recruiting. Additionally, they indicated either "strongly agree" or "agree" at a rate of 50% that a guaranteed first assignment would assist with attracting recruits. In the area of paying a portion of student loans, 96.1% agreed or strongly agreed.

In differentiating the importance of influencing factors on their decision to join the Navy, respondents also indicated their preferences on a 6-point Likert scale. Regarding Navy chaplaincy's reputation, 46.2% of respondents indicated agreeing it was important and 11.5% strongly agreed. On the topic of pay and benefits, 50% indicated either their strong agreement or agreement. A disconcerting finding is in chaplains that they knew as influencing their decision; only 50% of the junior chaplains indicated agreement or strong agreement with the statement that they were influenced by other chaplains that they knew; another 38.4% indicated disagreement or strong disagreement with the statement. Freedom of personal religious expression turns out to be a positive influence on their decision to enter chaplaincy, with 69.2% of the respondents indicating some form of agreement with the statement. In civilian ministry, there are limited opportunities to work with clergy of different faiths. Navy Chaplaincy provides this benefit, and the respondents agreed or strongly agreed or leaned toward agreement that this was an incentive at a rate of 88.4%. The opportunity of worldwide travel proved to be an important motivator to pursue chaplaincy (100% tended toward a level of agreement). Other benefits, such as medical, exchange and grocery play a smaller role in respondents' decisions; respondents leaned toward agreement at a rate of 61.6% that such incentives were attractive.

The new chaplains were also asked several questions about the recruiting process. Of the respondents, 57.7% stated that they had not considered any other service. However, the Air Force and Army were each considered by 23.1% of the chaplains. Only one chaplain was offered a monetary bonus by another service. When asked about their satisfaction with their decision to enter Navy chaplaincy, 65.4% of respondents indicated they were almost always satisfied; 26.9% indicated satisfaction more than half the time and 7.7% attested to being satisfied less than half the time. No one stated they were mostly dissatisfied. The screening process was also discussed in one question, and 38.5% of the respondents felt that it was basically appropriate but cumbersome to navigate, and a similar sized group (also 38.5%) indicated it was just right.

When queried regarding monetary bonuses to attract new chaplains, 53.8% of the respondents indicated they felt bonuses would assist the recruitment process, while 38.5% were unsure. When asked for an amount, 18 responded with a dollar amount—,an average of $19,861. Others indicated that paying student loans should act as an appropriate monetary incentive. One indicated, "anyone who does it for the money should be shot." These findings demonstrate that the junior chaplains' responses are mixed on the efficacy of recruiting incentives.

C.   Senior Chaplain Sample

The senior chaplain sample consists of 20 chaplains in the O-6 grade. They were interviewed via telephone and were encouraged to comment on a standard list of questions as deemed appropriate. The survey questions are found in Appendix C. The senior chaplains interviewed are presently serving with the Navy, Marine Corps and Coastguard and were randomly selected from the existing chaplain corps rosters found on www.nko.navy.mil.

When asked whether there is a problem with recruiting in the Chaplain Corps, 75% of respondents indicated there is a problem, while 20% disagreed; the remaining 5% indicated uncertainty. Many of the respondents emphasized that the problem lies in getting recruits to consider Navy Chaplaincy and they wanted to make sure that there was no misunderstanding of a problem with the Corps recruiters. Continuing with the idea of recruiting, they were asked their opinion of whether a recruiting bonus is needed. Most respondents (75%) indicated that recruits should be offered a bonus, while; 15% stated that a bonus should not be offered; 10% were unsure. Most were hesitant to specify an amount for any bonus, however, those who responded recommended between $5K and $30K. Others stated that it should be in keeping with the other services or the restricted line community.

When asked about incentives other than bonuses, job security was mentioned numerous times. Some interesting quotes include:

- People are looking for security and if they have chosen to be in the chaplain ministry in the Navy they're looking to stay.

- There just seems to be an awful lot of uncertainty as to the future of what happens to a new chaplain coming into the chaplain corps.

- I know nothing is certain in this world, but I mean just maybe a more detailed explanation of how the process works and what the way ahead is for chaplains.

- The second thing is certainly not a guaranteed promotion but I think there needs to be some sort of incentive that if a chaplain comes in and wants to do his twenty years or her twenty years that they would have some assurance that there would be, that they would have every opportunity.

- When people are coming into the chaplain corps, they are making a major career step. It is not for a two or three year tour. They are making an absolute career change and when that illusion is not cared for and people are abused when they are sent home, then people are going to look elsewhere. I think the only way that we are going to solve the current problem that we have, it is going to take a long time. Start treating our people fairly and adequately. I am not saying promote everybody, but [what] I am saying is the good chaplains need to be retained and the ones who simply can't compete simply need to be sent home, but we have had rules in place under the Defense Officer Personnel Management Act (DOPMA). And DOPMA rules have been changed about every five years with the early retirement and selective early retirements (SERBs) and everything else. It has disillusioned not only the chaplains, but the endorsing agents and the church bodies that send them.

In addition to job security, the senior chaplains suggested offering an education incentive. Of the responding chaplains, 63% felt that a portion of student loan debt should be paid to attract recruits, while the remaining felt that student loan debt should not be paid. The chaplains commenting on education indicated that it could be a powerful incentive for ministers desiring chaplaincy. They also suggested the following:

- If we can sign you on and offer you within seven years that you can get a doctorate of ministry degree. We might want to guarantee that in writing to them. We might want to say if we can, if you will accept postgraduate education, if we provide that for you in the specific area

that you want as part of that demand. That may be something. So that's an incentive.

- Well, I think the opportunity for education, continued education, if there was a way to expand the numbers that are able to get that, that would be a great incentive.

- Develop a Navy funded DMin availability at a certain number of years after service on active duty if they can qualify to get into an accredited institution, you know, five, seven, nine years.

- Follow through on the Chief of Chaplain's plans to offer Doctor of Minister programs.

- Education is one of them, and one thing for sure that does attract chaplains is education, to better yourself.

- Well we've got many Muslims who are serving in the military right now together with Christians of many different denominations that possibly are thinking of studying for the ministry. If we identify enlisted or officers who are willing to study for the seminary and then either encourage them either by, if they are willing to do that and get into a chaplain candidate program right away, somehow shorten their enlistment or help provide for their school or someway, then we've got somebody directly from a military program into another military program and letting them go through the seminary and then stay in the chaplain candidate program.

By turning the focus to junior chaplains and the screening process, the researcher allowed the senior chaplains an opportunity to rate how they felt the new chaplains with whom they had worked ranked in quality. Some (21%) felt the junior chaplains fell into the excellent, top-notch category; however, the majority (63%) felt that their junior chaplains were excellent with identifiable areas for improvement. The remainder felt their junior chaplains ranked from poor to adequate. In continuing the conversations on junior chaplains, the researcher asked the respondents about the screening process and if changes there could increase the quality of incoming junior chaplains. The majority of responding senior chaplains (60%) felt that it could be changed for the better, while 10% felt it should not be changed; 30% were unsure. Some interesting observations were made when asked what changes should be made to the screening process.

- I know that they screen out some of the more obvious ones, but I think more importantly they need to be brought in with the awareness that they are not automatic. I guess it should be assumed, but they aren't automatically guaranteed twenty years. They aren't guaranteed seven years. If they don't cut it, they will be sent home so that may work contrary to the recruiting issue, but we have to maintain the quality because that becomes a bigger problem for us.

- I think the screening process is very important. I think we need to have very high standards. And we need to articulate those standards and the challenges as well as the difficulties.

- I think we ought to have one.

- Making sure that our chaplain candidates have a solid background, as a pastor. My experience is we have a number of people who don't have any church experience.

- I believe also that it's not necessarily the screening that's going to do anything to improve quality. I think quality lies more within the character of the individual and that we tend to recruit people who are like us.

- It can't be based on experience and experience alone. It should be based upon some of the other factors of proven success and whatever field they have chosen prior to the clergy field.

- Ensuring that chaplain candidates understand that the Navy is not a church and that even though they may be assigned to a station that has a building that looks like a church in which there are people of faith that gather to worship, that it is not a church and that there are some significant differences. That should not be differences that would affect a person's faith or conduct of their ministry but differences that recognize that this is a government institution in which there are people from many different religious backgrounds who need to worship.

Continuing the discussion of the screening process, the researcher asked the respondents if testing, such as "Emotional Intelligence" (EQ) should be used), to screen potential candidates for quality. They responded with 39% saying "yes," 33% saying "no" and 28% remaining unsure. Many felt this was an inappropriate use for the instruments and some expressed concern that we would come up with "cookie cutter" chaplains. Others stated some other form of testing should be used for psychological screening.

In other comments, the respondents provided insight into why they felt there was an issue with Chaplain Corps recruiting. A significant number who commented on the problem felt the Corps was suffering from an image problem. Some of their comments are listed below.

- I think the entire chaplain corps leadership needs to take a long hard look at the way we're doing business and realize that the way we're doing business makes it difficult for us to recruit because National Conference on Ministry to the Armed Forces (NCMAF) and the endorsers, they take a look from the outside at us and look at our practices and policies and the treatment of people, community management, retention, promotion, and everything else and quietly make advisory comments to their applicants to go to the Air Force or the Army instead of the Navy.

- I think our recruiting problems is based on the mismanagement of the corps in the last 15 to 20 years where people were sent home with bitterness, endorsers have caught that bitterness, and the churches who might be sending people in have tasted that bitterness and that is probably why we have some of our problems. You can't bring people in and then throw them out when you don't need them and expect the churches to continue to send people.

- We need chaplains out there going to the churches, synagogues, and the mosques, out there among the civilian clergies saying this is who we are and what we're doing. I think they've gotten some bad press and on several occasions they say, I hear that you can't do this. And most recently I had a denominational leader of a particular denomination say, oh well, and we've got some chaplains here but we know they're restrained and they can't do this, or that and I later talked with him and I said, please don't, that's incorrect. You know, that is not what Navy chaplains do and Navy chaplains are not hindered in that capacity. So the difficulty in recruiting is getting out our message of who we truly are.

- I believe one of the issues with recruiting is that there is a sense or perception, whether or not it is correct is up in the air still, there is a perception that there is not fairness in the chaplain corps. The negative media that we have has definitely impacted our failure in recruiting. Folks don't want to join an organization that has a lot of in fighting. So, somehow and someway to assure the candidates that there is indeed equality and fairness and that there isn't preferential treatment for one denomination or faith group over another.

The senior chaplain sample provided many options for the Chaplain Corps in the area of recruiting improvement. The interviews proved to be enlightening; senior chaplains advanced an innovative suggestion that received positive consideration with other chaplains and insightful line officers. This suggestion requires the Department of Defense in general and the Navy in particular to reconsider the process under which chaplains are accessed. As demographics within the United States have changed and Free Church Protestants have increased in number, the availability and/or desirability of clergy to obtain a Masters level education has shifted. Many denominations do not require such a degree to enter their ordained (or equivalent) clergy. With this in mind, the question was asked if the government is dictating to religious bodies the requirements for determining qualified clergy. The resulting idea is that Chaplaincy might consider commissioning individuals with Bachelor of Science or Arts degrees in religion as Ensigns and assign them to active duty chaplain billets.

D.   Summary

The three surveys provided a plethora of information. Seminarians provided insight into their perceptions and desire to enter chaplaincy. They were younger than expected and a bit less diverse. The junior chaplains responded at a good rate and provided information about their perceptions of the recruiting process and what may be required to attract the next generation of recruits to Navy Chaplaincy. Senior chaplains provided a perspective based on years of experience. The information they provided demonstrates their years of service and a genuine desire to improve the Chaplain Corps.

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IV   Summary, Conclusions, Discussion and Recommendations

A.   Summary

This study examined Chaplain Corps recruiting issues as they pertain to incentives, the screening process and perceptions. The seminarian sample shows that individuals studying for the ministry have a limited knowledge of chaplaincy in general and of the Navy chaplaincy in particular. Many expressed varying interest in the chaplaincy, depending upon the incentives offered and the freedom to express their personal religious beliefs. Junior chaplains generally have a positive outlook on their service in the corps and do see a need for additional incentives to draw candidates into the program. Finally, we discovered that the senior chaplains feel there are issues with the Corps' ability to recruit. Not a single senior chaplain interviewed expressed any reservations about the recruiters; however, many expressed concern about how Navy chaplaincy is perceived by civilian ministers and faith groups. Many perceived a possible need for some form of incentives to attract new recruits, while expressing concern that the Corps maintains quality and high standards.

B.   Conclusions

1.   Recruiting Bonuses

Recruiting bonuses have proven to provide modest "market-expansion" effects when used to target hard to fill occupations within the enlisted recruiting system (Polich, et al, 1986, p. 49). As chaplain recruiting is an officer program and other numerous (religious) factors come into play for individuals considering chaplaincy, it is difficult to directly conclude that a recruiting bonus would cause the market-expansion needed to attract recruits. However, based on findings from the seminarian and junior chaplain surveys, a bonus may well assist in attracting candidates who would have otherwise not considered Navy Chaplaincy.

A signing bonus would provide recruiters with a tool to attract recruits whose perception of Navy Chaplaincy is incorrect or, at best, tainted. This will allow recruiters to "tell our story" and perhaps provide the necessary information for recruits to make informed decisions when considering ministry within the Navy Chaplaincy. Although monetary amounts suggested for a bonus varied greatly within both the seminarian and junior chaplain sample, when weighed against the senior chaplain sample, a modest signing bonus may prove useful.

2.   Payment of a Portion of Student Loans

Loan Repayment Programs (LRP) are already in effect for some enlisted recruits with college experience and other officer communities which deem them necessary for recruiting. Our sample of seminarians, junior chaplains and senior chaplains revealed a diverse opinion on this subject. Within the seminarian and junior chaplain sample, it appears that those currently carrying a student loan debt felt a repayment program was justified, while those without such debt responded less favorably to the idea. Senior chaplains were mixed on the subject, but their personal use of student loans was not sampled. LRPs may not be as cost effective as recruiting bonuses, as they would only influence those having incurred student loans (Golfin, 2003, p. 71). Among the seminarian sample, 33.331 percent indicated they did not have student loans, while 61.5 percent of new chaplains stated they did not have student loan debt. These findings indicate that student loan repayment options would have limited influence on prospective recruits. A LRP would be a strong influence on those possessing student loans among seminarians and is seen as a potentially strong influence among junior chaplains.

3.   Guaranteed First Assignment

A first-assignment guarantee may well be a low-cost incentive with a potentially large payoff. The majority of junior chaplains felt that a first-assignment guarantee could assist with recruiting, while 89.6 percent of seminarians felt it would be important for them to consider chaplaincy in the Navy. When seminarians were asked if they would consider Navy Chaplaincy if their first assignment were

guaranteed, 65.5% stated that the guarantee would encourage them to consider Navy Chaplaincy. The senior chaplains did not systematically address this issue and those who mentioned it as a possibility had mixed feelings as to its efficacy. Overall, a first-assignment guarantee has the potential to be a strong incentive for prospective chaplains.

4.   Other Incentives

Numerous senior chaplains suggested educational guarantees as possible incentives. The overall feeling was that guaranteeing education for advanced degrees at some future point in an individual chaplain's career would lead individuals to consider Navy chaplaincy. This might be accomplished through the present postgraduate education program. It could also be accomplished through a sabbatical program in which chaplains are allowed time away from their duties, in a full-pay status, while not being charged leave, to pursue a degree using Tuition Assistance and the individual's personal funds. In the same vein, another suggestion was to develop a funded Doctor of Ministry (D.Min.) program which would be available after a delineated number of years of chaplain service.

Another suggestion was a discovery program to give potential candidates the experience of Navy life and the life of chaplains. This suggestion involved getting potential candidates underway for a period of time and helping them see the benefits and excitement connected with chaplaincy. This program would be most effective with candidates living near naval facilities. Another possible addition to this program would be involving the candidate's family in the program, providing an opportunity for them to understand the potential ministry.

A third recruiting incentive program would involve identifying junior officers and enlisted personnel in the Navy who demonstrate a strong desire to pursue the ministry. Within this program, identified individuals could be provided educational assistance and/or early release from their enlistment or officer obligations to enter

the CCPO program. The costs for this imitative would be borne by the Chaplain Corps and the releasing community.

C. Discussion

1. Navy Chaplain Corps Recruiting

The Navy Chaplain Corps presently has five chaplains assigned within the two Navy Recruiting Regions throughout the country. Two are assigned to Recruiting Region East and the remaining three are assigned to recruiting Region West. These chaplains act as subject-matter experts for the recruiters assigned to the Navy Recruiting Districts (NRD) within their assigned regions. Additionally, one chaplain is assigned to the Chief Navy Recruiting Command (CNRC) as the Chief Program Officer for Chaplain Recruiting. While these chaplain recruiters are directly involved in recruiting, they are primarily responsible for ensuring that all candidates identified in their region meet Navy requirements. Individual NRDs do not have chaplains assigned. The districts utilize the recruiters in their respective officer program offices to contact potential candidates.

Goaling for chaplains is determined at the Office of the Deputy Chief of Naval Operations (N1) in Washington, DC, and is promulgated annually and updated as required. The fiscal year 2008 goals for active duty officers are listed in Table 7 below.

Table 7   Active Duty Direct Procurement Programs for FY 2008
(From: Harvey, 31 August 2007)

ACTIVE DUTY DIRECT PROCUREMENT PROGRAMS**

DESIGNATOR		GOAL
1210	Nuclear Instructor	24
1220	Naval Reactors Engineer	8
2100	Medical Corps (MC) (Note 1)	15
	Direct Procurement - 10	
	Reserve Recall - 5	
2200	Dental Corps (DC) (Note 1)	18
	Direct Procurement - 15	
	Reserve Recall - 3	
2300	Medical Service Corps (MSC) (Note 1)	106
	Direct Procurement - 105	
	Reserve Recall - 1	
2900	Nurse Corps (NC) (Note 1)	59
	Direct Procurement - 59	
	Reserve Recall - 0	
2500	JAG Corps - Direct Procurement - 5	5
4100	Chaplain (CHC)	71
	Direct Procurement - 61	
	Reserve Recall - 10	

A further breakdown for Chaplain Corps Officers is found in Table 8 below. The difference in the total goal is reconciled by the accession of two inter-service transfers.

Table 8   Chaplain Community FY-08 Recruiting Goals
(From: Harvey, 31 August, 2007)

Specific goals do not preclude representatives from religious organizations outside those listed from accessing:

DESIG	Denomination	Direct	Recall	Inter-service Transfer
410X	TOTAL	61	10	2
	Protestant*	41	8	
	Roman Catholic	12	2	
	Muslim	2		
	Orthodox (Eastern)	1		
	Buddhist	1		
	Latter-Day Saints	1		
	Jewish	1		
	Other**	2		

* Protestant - IAW DODINST 1304.28.
** Other religious organizations will include those who have made application to be listed with DOD as an endorsing agency.

Selected reserve accession goals are found in Table 9, as listed in the "4105" row.

Table 9   FY-08 Selected Reserve Officer Accession Plan
(From: Harvey,31 August, 2007)

DESIGNATOR	DCO BAND	VET BAND	TOTAL GOAL	UPPER BAND	RANK
1105	0	67	67	67	LCDR and below
1115	0	109	109	115	LCDR and below
1125	0	50	50	50	LCDR and below
1135	0-5	11-16	16	71	CDR and below
1145	0-2	5-7	7	23	LCDR and below
1205	4-6	34-36	40	102	LCDR and below
1305	0	32	32*	32	LCDR and below
1315	0	150	150	167	LCDR and below
1325	0	17	17	17	LCDR and below
14X5	17	9	26	34	LCDR and below
1515	3-5	1-3	6	6	LCDR and below
1525	3-5	3-5	8	8	LCDR and below
1605	6	4	10	46	Any Rank
1615	12-16	10-14	26	26	LT and below
1625/1675	0	8	8	30	LCDR and below
1635	95-105	45-55	150	150	LCDR and LT
1655	12-15	0-3	15	46	LCDR and LT
1805	4-8	6-10	14	19	LCDR and LT
2105	X	X	73	340	Any Rank
2205	X	X	17	80	Any Rank
2305	X	X	19	29	LT and below
2505	0	12	12	17	LCDR and below
2905	X	X	83	321	LT and below
3105	90-100	40-50	140	182	LCDR and below
4105	20-30	25-35	55	55	LCDR and below
5105	25-35	15-25	50	115	LCDR and below
TOTAL			1200	2148	

Considering the total of 73 goaled chaplain recruits (two being inter-service transfers and not covered within the region goals), Navy Recruiting Region West is assigned a goal of 32 chaplains each year. Appendix D gives a breakdown across the region for each of the NRDs' individual goals. Appendix E provides the Navy Region East breakdown by NRD for its 39 goaled chaplain quotas. The regions are assigned their quotas by CNRC based on a model using market, manning and 5-

year historical attainments, all equally weighted at 33.3 percent (Denny, 2008, February 8). Navy Region West, for example, then takes the assigned CNRC goals and assigns each NRD its individual goal based on the same variables, but weighted at 45 percent for market, 45 percent for manning and 10 percent for historical (Denny, 2008, February 8).

Chaplains are not recruited directly by recruiters who are chaplains. Individual officer recruiters are assigned goals by local Officer Program Officers (OPO) at the recruiting district. Generally, one officer recruiter is given the entire NRD goal for chaplains; however, this process can vary from NRD to NRD (Logan, 2008, February 7). Each recruiter must be self-motivated to reach individual goals. An issue for these recruiters is that they are not just goaled for chaplains, but for other officer communities as well. Due to these competing needs, it may be difficult for the recruiter to focus a great deal of attention on chaplain goals. This is complicated by the reality that most officer recruiters are restricted line officers and they may not be well versed in clergy life. Therefore, they face with a rather steep learning curve when it comes to speaking with clergy (Logan, 2008, February 7).

2. Sociological and Psychological Reasons for Becoming a Navy Chaplain

Individuals join the military for many reasons. Membership in the Chaplain Corps adds new dimensions to the reasons for military service. Many chaplains are hesitant to discuss this topic as it may not seem spiritual or may seem to run counter to their stated beliefs. In general, chaplains want to be seen as God's workers or messengers and do not wish to express a "secular" reason for chaplain service. Most chaplains express a deep sense of calling and desire for service towards God's people serving in the military in general, and the naval service in particular. While there is no desire to discount these expressions, there are other reasons—whether spoken or not—for pursuing ministry within the sea services.

In his 1954 article, Waldo Burchard did a small-scale study of 36 active duty and 35 ex-chaplains in the San Francisco Bay Area. His sample consisted of 13

Catholics, 3 Jews and 55 Protestants, all of whom who served in World War II. Although exploratory in nature, his study sheds some light on the issue of why individuals enter chaplaincy (p. 529).

Burchard attempted to find the factors motivating individuals to join the military service. Although he found that their motives were mixed, he assumed the first mentioned factor as their primary motive. With this in mind, 25% stated patriotic motives while only 10% were influenced by religious motives (p. 530). Additionally, he found that 25% had not considered motivation beyond a "desire to be of service" (p. 530). His conclusion from these results is that "for those clergymen who join the military service, the claims of the state are likely to take precedence over the claims of religion" (p. 530). This statement may upset some members of the chaplain community and is not scientifically conclusive, but may well touch on a truth many chaplains will not admit. The respondents mentioned the idea of freedom as a motivating factor nine times.

When chaplains expressed the idea of freedom, Burchard (1954) found that most were not speaking of freedom of expression, but rather freedom from the burdens of ministry. These burdens included the difficulties of a civilian parish, such as boards of deacons and Ladies' Aid groups. Other items included financial difficulties and the freedom to act, preach and live as one chooses. For Burchard, these results raised issues about the decision to enter military ministry as a function of the relative freedom found in the armed forces (p. 530). As there is no data supporting this assertion, conclusions cannot be inferred by Burchard. In fact, 50% of respondents intended to remain on active duty, but none stated that "freedom" was a reason for their decision. Rather, they responded that service, security, the challenge of military service, personal satisfaction, the existence of a need, and a sense of missionary call were more prominent (p. 530).

Motivation for entering the military service may prove to be quite complex when it comes to chaplaincy. However, studies conducted on motivators for individuals enlisting into the military service have shown that altruistic motives such

as duty, service and patriotism are regularly expressed (Woodruff, Kelty & Segal, 2006, p. 355). Other motivations include self-improvement, personal discipline and a desire to experience a rite of passage. Finally, pragmatic influencing factors such as pay, benefits, bonuses, college money and lack of other employment options are present (p. 355). Each of these factors may well have an influence on a clergy member's decision to enter chaplaincy. These factors are generally not given as high a precedence by clergy as those enlisting in the service, as evidenced by comments provided to questions seven and eight by respondents to the junior chaplains survey, found in Appendix B.

D.   Recommendations

1.   Signing Bonus

A signing bonus may well be required in the near future. It is hoped that recruiting will increase without resorting to a bonus, but the concept may well be unavoidable to attract high-quality chaplain recruits as the Chaplain Corps competes for an increasingly smaller pool of eligible clergy. Further study is recommended to determine an appropriate level for a future chaplain recruiting bonus.

2.   Pay-off of Student Loans

The payment of incurred student loans will only influence individuals having incurred loans during their studies. As such, they may well encourage only a limited number of individuals and, thus, payment of student loans is not recommended unless such payment is offered as an option to interested potential recruits in lieu of a signing bonus.

3.   Guaranteed First Duty Assignment

The option of guaranteeing a chaplain recruit his first duty assignment may well prove to be a no-cost or low-cost incentive. The guarantee must state that assignments can only be made within worldwide chaplain billet locations and the

confines of the needs of the Navy. It is recommended that the Navy implement this option for chaplain recruits.

4. Buddy Assignments

A buddy assignment option guarantees chaplains who enter the service with a "buddy" assignment within the same geographical location. The Army has a similar program as seen in Table 1. The details of this incentive program would also be contingent upon the needs of the Navy and available worldwide. Implementation of a "Buddy System" recruiting incentive option is recommended.

5. Hometown Recruiting Incentive

It may be beneficial to allow chaplains who have completed their first year of chaplaincy the opportunity to return to their parent seminary or hometown to attract others from the same area to chaplaincy. This program would be loosely based on the enlisted Bluejacket Hometown Area Recruiting Program (HARP). Instituting a Chaplain Hometown Recruiting Incentive is recommended.

6. Chaplain Recruiter Incentive

Several Chiefs of Chaplains have stated that every chaplain is a recruiter. The Army recognized the potential for recruiting incentives for chaplains engaging in recruiting activities and has attempted to recognize these individuals as seen in Table 1. With this in mind, and understanding that chaplains who engage in recruiting within their assigned local areas take away from their professional or personal time, an incentive should be provided for those who choose to recruit. Several possibilities exist:

- Guaranteed billet fill for existing shortage within the recruiting chaplain's assigned duty station with every effort made to fill the billets that are gapped, leaving the recruiting chaplain pulling double duty (e.g., a base chaplain with gapped billets existing at his chapel).

- Guaranteed relief for recruiting chaplains upon their permanent change of station (PCS) if their billet is not being deleted.

- Guaranteed no cost Temporary Additional Duty (TAD) for up to ten days for recruiting chaplains to pursue sabbatical endeavors or personal time in addition to the authorized delay during PCS, immediately following the supersession of their recruited chaplain.

- Guaranteed recruiting chaplain assignment. This incentive would provide chaplains engaging in recruiting efforts (chaplains assigned to recruiting duty exempted) and chaplains who successfully recruit an individual into the CCPO program or to Active Duty Chaplaincy, their first choice of duty assignments within worldwide chaplain duty locations, based on availability.

7. Restructuring of Chaplain Accession Requirements

During interviews with senior chaplains, an innovative suggestion was offered and received positively by other chaplains and line officers. This suggestion requires the DoD in general and the Navy in particular to reconsider the process under which chaplains are accessed. Considering this input, the following is recommended:

- Fund a study to determine the feasibility of accessing individuals in possession of a Bachelor of Science or Arts in Religion/Theology into the active or reserve component as Ensigns. This could be achieved with the caveat that these individuals are chaplain apprentices until completing a Master's-level degree at a later date (provided by expanding the postgraduate education program), perhaps upon selection to the rank of Lieutenant Commander.

- Give constructive credit to individuals whose religious group requires Master's level degrees for consideration as fully qualified clergy or if they have previously earned a Master's degree (using the present standards).

- Adherence to standards for full-time ministry experience be firmly required (no waivers for part-time or in-school experience) for any individuals being accessed through this program. Age requirements should also be in line with other communities accessing individuals at the rank of Ensign.

8. Screening Process

The screening process should be maintained, at a minimum, in its present form. Enhancements to the process are recommended. A form of evaluation testing

should augment the screening process. Emotional Intelligence (EQ) testing may be one possibility. Using an instrument to evaluate candidates, along with the individual's application packet, will help the CARE board in their decision process. Additionally, this process allows individuals to identify possible character flaws they may be able to correct. Further study to determine an appropriate evaluation tool is recommended.

9.   Individualized Recruiting Incentives

One consideration highlighted by the seminarian, junior chaplain and senior chaplain surveys is that different incentives appeal to different potential recruits. As a result, a particularly cost effective approach would offer each candidate a menu of alternative incentives and allow them to select the package that is most cost-effective. For example, consider two potential recruits who would both be willing to enter the chaplaincy if offered a $20,000 signing bonus. However, one of the recruits would sacrifice $15,000 if also offered choice of first assignment while the other places no value on this incentive. The most cost-effective option is to offer the first recruit choice of first assignment and $5,000 while offering the second recruit $20,000. If the Navy only offered a signing bonus, the Navy's cost would be $20,000 per recruit; if the Navy only offered choice of first assignment they would lose the second recruit (Denmond, Johnson, Lewis and Zegley, 2007). Individualized incentive packages clearly can be more cost-effective and deserve further exploration.

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Appendix A.   Seminarian Survey

A.   Survey Questions

Seminarians

2. Main Survey

* 1. I agree to participate in this survey.

○ yes
○ no

* 2. Of the selection below, which one describes your current degree program?

○ MTh. >76 hrs.
○ MTh. <76 Hrs.
○ MDiv.
○ Other

* 3. What is your expected age at graduation?

_____

* 4. What is your current Marital status?

○ Single, never married.
○ Married
○ Divorced, Separated, Widowed

* 5. How many dependents (not including your spouse) do you have?

_____

* 6. What is your ethnic descent?

○ White/Caucasian
○ Black/African American
○ Asian/Pacific Islander
○ Native American/Aleut/Eskimo
○ Spanish/Hispanic/Latino
○ Other

7. If you answered "other" to 6 above please state here or skip to next question.

_____

* 8. What is your gender?

○ Male
○ Female

* 9. Have you ever considered Navy Chaplaincy?

○ Yes
○ No

10. If you answered "No" to question 9 above, which of the following best describes why you have not considered Navy Chaplaincy, if you answered yes to above question, please skip to question 11?

○ Never thought of it prior to receiving this survey.
○ I'm afraid I will be away from family too much.
○ I feel ministry in the Navy would be restricted.
○ I feel I would not meet the physical requirements.

11. If "Yes" to question 9 above, have you pursued the possibility of becoming a Navy Chaplain? If not please skip to next question.

◯ Yes, I am presently in the CCPO program.
◯ Yes, I have gone to http://www.navy.com/careers/officer/clergy/ and looked at the chaplain career website.
◯ Yes, I have contacted a recruiter.
◯ Yes, but decided it wasn't for me.
◯ No

* 12. If the Navy offered a monetary signing bonus, would you consider Navy Chaplaincy?

◯ Yes, depending on the amount.
◯ No amount of money could make me want to be a Navy Chaplain.
◯ I would like to serve as a Navy Chaplain regardless of a signing bonus.

* 13. If the Navy offered to pay a portion of your student loans would you consider Navy Chaplaincy?

◯ Yes, depending on what percentage of my student loans would be paid.
◯ No offer to pay student loans would make me desire Navy Chaplaincy.
◯ I don't have any student loans, but would still consider Navy Chaplaincy.

* 14. If the Navy guaranteed YOUR choice of first duty location (within worldwide Navy locations), would you consider Navy Chaplaincy?

◯ Yes
◯ No

* 15. Please mark the appropriate box below to demonstrate your feeling of how important each option is in considering Navy Chaplaincy.

	Strongly Agree	Agree	Not sure but Lean Towards Agree	Not sure but Lean Towards Disagree	Disagree	Strongly Disagree
Bonus payment to join:	◯	◯	◯	◯	◯	◯
Pay off of student loans:	◯	◯	◯	◯	◯	◯
First assignment guarantee:	◯	◯	◯	◯	◯	◯
Freedom of personal religious expression:	◯	◯	◯	◯	◯	◯
Opportunity to work with clergy from different faiths:	◯	◯	◯	◯	◯	◯
Opportunity for worldwide travel:	◯	◯	◯	◯	◯	◯
Medical/Exchange/Grocery benefits:	◯	◯	◯	◯	◯	◯

* 16. Are you aware that Navy Chaplains serve as chaplains for the U.S. Coast Guard and the U.S. Marines?

◯ Yes
◯ No

Seminarians

* 17. How much money, in dollars, would you require to commit to becoming a Navy Chaplain for a three year tour? If there is no amount of money please enter "none".

* 18. List any other incentive(s) that the Navy can offer and the amount of money from question 17 you would be willing to give up to receive that incentive. (Example: Personal Office Space- $1000 dollars)

B.   Summary of Results

Seminarians

1. I agree to participate in this survey.

	Response Percent	Response Count
yes	100.0%	29
no	0.0%	0
answered question		29
skipped question		0

2. Of the selection below, which one describes your current degree program?

	Response Percent	Response Count
MTh. >76 hrs.	41.4%	12
MTh. <76 Hrs.	3.4%	1
MDiv.	41.4%	12
Other	13.8%	4
answered question		29
skipped question		0

3. What is your expected age at graduation?

	Response Count
	29
answered question	29
skipped question	0

The following table is the text response for question 3.

Response Text
42
30
38
27
27
12/08/2008
33
31
27
32
43
28
41
57
40
32
24
55
06/01/2008
40
2012
32
38
30
27
32
49
1012
34

4. What is your current Marital status?

	Response Percent	Response Count
Single, never married.	58.6%	17
Married	34.5%	10
Divorced, Separated, Widowed	6.9%	2
answered question		29
skipped question		0

5. How many dependents (not including your spouse) do you have?

	Response Count
	29
answered question	29
skipped question	0

The following table is the text response for question 5.

Response Text
0
2
none
none
1
0
0
0
0
0
4
0
3
0
0
0
0
0
0
2

0
0
None
0
none
0
0
0
2

6. What is your ethnic descent?
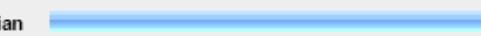
	Response Percent	Response Count
White/Caucasian	79.3%	23
Black/African American	6.9%	2
Asian/Pacific Islander	6.9%	2
Native American/Aleut/Eskimo	0.0%	0
Spanish/Hispanic/Latino	3.4%	1
Other	3.4%	1
	answered question	29
	skipped question	0

7. If you answered "other" to 6 above please state here or skip to next question.

	Response Count
	1
answered question	1
skipped question	28

The following table is the response text for question 7:

Response Text
White/Hispanic

8. What is your gender?

	Response Percent	Response Count
Male	89.7%	26
Female	10.3%	3
answered question		29
skipped question		0

9. Have you ever considered Navy Chaplaincy?

	Response Percent	Response Count
Yes	44.8%	13
No	55.2%	16
answered question		29
skipped question		0

10. If you answered "No" to question 9 above, which of the following best describes why you have not considered Navy Chaplaincy, if you answered yes to above question, please skip to question 11?

	Response Percent	Response Count
Never thought of it prior to receiving this survey.	52.9%	9
I'm afraid I will be away from family too much.	11.8%	2
I feel ministry in the Navy would be restricted.	17.6%	3
I feel I would not meet the physical requirements.	17.6%	3
answered question		17
skipped question		12

11. If "Yes" to question 9 above, have you pursued the possibility of becoming a Navy Chaplain? If not please skip to next question.

	Response Percent	Response Count
Yes, I am presently in the CCPO program.	0.0%	0
Yes, I have gone to http://www.navy.com/careers/officer/clergy/ and looked at the chaplain career website.	20.0%	3
Yes, I have contacted a recruiter.	6.7%	1
Yes, but decided it wasn't for me.	46.7%	7
No	26.7%	4
	answered question	15
	skipped question	14

12. If the Navy offered a monetary signing bonus, would you consider Navy Chaplaincy?

	Response Percent	Response Count
Yes, depending on the amount.	51.7%	15
No amount of money could make me want to be a Navy Chaplain.	24.1%	7
I would like to serve as a Navy Chaplain regardless of a signing bonus.	24.1%	7
	answered question	29
	skipped question	0

13. If the Navy offered to pay a portion of your student loans would you consider Navy Chaplaincy?

		Response Percent	Response Count
Yes, depending on what percentage of my student loans would be paid.		37.9%	11
No offer to pay student loans would make me desire Navy Chaplaincy.		31.0%	9
I don't have any student loans, but would still consider Navy Chaplaincy.		31.0%	9
	answered question		29
	skipped question		0
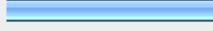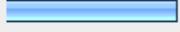
14. If the Navy guaranteed YOUR choice of first duty location (within worldwide Navy locations), would you consider Navy Chaplaincy?
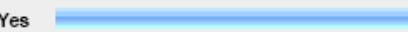
		Response Percent	Response Count
Yes		65.5%	19
No		34.5%	10
	answered question		29
	skipped question		0

15. Please mark the appropriate box below to demonstrate your feeling of how important each option is in considering Navy Chaplaincy.

	Strongly Agree	Agree	Not sure but Lean Towards Agree	Not sure but Lean Towards Disagree	Disagree	Strongly Disagree	Response Count
Bonus payment to join:	27.6% (8)	24.1% (7)	24.1% (7)	13.8% (4)	6.9% (2)	3.4% (1)	29
Pay off of student loans:	24.1% (7)	24.1% (7)	31.0% (9)	6.9% (2)	10.3% (3)	3.4% (1)	29
First assignment guarantee:	24.1% (7)	41.4% (12)	24.1% (7)	3.4% (1)	3.4% (1)	3.4% (1)	29
Freedom of personal religious expression:	79.3% (23)	17.2% (5)	0.0% (0)	3.4% (1)	0.0% (0)	0.0% (0)	29
Opportunity to work with clergy from different faiths:	10.3% (3)	51.7% (15)	20.7% (6)	10.3% (3)	6.9% (2)	0.0% (0)	29
Opportunity for worldwide travel:	31.0% (9)	41.4% (12)	20.7% (6)	3.4% (1)	3.4% (1)	0.0% (0)	29
Medical/Exchange/Grocery benefits:	27.6% (8)	41.4% (12)	20.7% (6)	6.9% (2)	3.4% (1)	0.0% (0)	29
						answered question	29
						skipped question	0

16. Are you aware that Navy Chaplains serve as chaplains for the U.S. Coast Guard and the U.S. Marines?
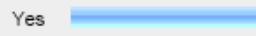
		Response Percent	Response Count
Yes		34.5%	10
No		65.5%	19
	answered question		29
	skipped question		0
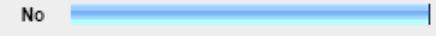
17. How much money, in dollars, would you require to commit to becoming a Navy Chaplain for a three year tour? If there is no amount of money please enter "none".

	Response Count
	29
answered question	29
skipped question	0

The following table is the text response for question 17.

Response Text
None
250000
none
60,000 per year
Unsure
20000
none
????
50000
none
"none"
??
none
none
None
none
none
$45,000 per year
none
N/A
none
50000
None
40000
none
none
none
none
none

18. List any other incentive(s) that the Navy can offer and the amount of money from question 17 you would be willing to give up to receive that incentive. (Example: Personal Office Space- $1000 dollars)

	Response Count
	29
answered question	29
skipped question	0

The following table is the text response for question 18.

Response Text
I'm Catholic, studying for priesthood. I am in a religious order, but at one time considered chaplaincy. I was disappointed to find at the time (in the 1990's) that there was no guaranteed path to chaplaincy. It depended on the willingness of the Catholic ordinary to allow a man to go. I did not want to study for a diocese and find out that my bishop would not let me go to the military. I think the military and the Military Archdiocese of the Catholic Church should work on a program that acknowledges a vocation to military chaplaincy as unique, and a sure path to it should be provided.
No deployment - $50,000
2000 dollars
I would give up all the other stuff except benefits like medical and placement guarantee.
Unsure
Clarification if the chaplain is eligible for the IRS Housing Allowance Exclusion (aside from what the military considers housing allowance BAH/BAQ)
none
???
None
none
Provide the green card for me.
??
Can my three dependents come with me? Probably not, therefore I cannot serve as a chaplain overseas.
Flexible time off.
None
none I can think of at this time, possibly Personal Office Space
none
Relax the age requirement.
none
I am currently a minister with The Salvation Army, and if an opportunity came where I could serve my country and The Salvation Army appointed me to serve as a Chaplain, I would strongly consider it!
I just do not have an interest in the Navy Chaplain program. I feel a call to serve a parish in my home diocese and work with people of all ages, families, etc, which I believe a parish will provide me more than Navy Chaplain program. The travel appeal is something of interest.

No such incentives necessary
For me, just the incentive to work with Sailors and Marines would be good enough - as a former U.S. Navy line officer (1115-Surface Warfare), Navy Chaplains had helped me get through tough times. Spiritual care is critical for young sailors and marines and I would love to be a part of a team that can offer spiritual care for our nation's heroes.
Protection from war fatality - $10,000
none
assuaging the reticence of my bishop--priceless
none
none, and since I'm not a US citizen, I can't and won't serve as an army chaplain. Sorry.
None.

Appendix B.   Junior Chaplain Survey

A.   Survey Questions

New Chaplains

2. Survey

1. I agree to participate in this survey.

☐ yes
☐ no (If "no" please exit the survey)

* 2. What is your age?

3. What is your current marital status?

☐ Single, never married.
☐ Married
☐ Divorced, Separated, Widowed

* 4. How many dependents (not including your spouse) do you have?

5. What is your ethnic descent?

☐ White/Caucasian
☐ Black/African American
☐ Asian/Pacific Islander
☐ Native American/Aleut/Eskimo
☐ Spanish/Hispanic/Latino
☐ Other

6. What is your gender?

☐ Male
☐ Female

7. Which one of the following factors most drew you to Navy Chaplaincy?

☐ Pay and Benefits.
☐ Navy Chaplaincy's reputation.
☐ Prior Naval service
☐ Knew a Navy chaplain.
☐ Other

8. If you answered "other" in question 7, please list or state the other reasons you were drawn to Navy Chaplaincy. If not please skip to question 9.

New Chaplains

* 9. Of the following, indicate your agreement with the importance for your decision to enter Navy Chaplaincy:

	Strongly agree	Agree	Not sure but lean towards agree	Not sure but lean towards Disagree	Disagree	Strongly Disagree
Navy Chaplaincy's reputation:	○	○	○	○	○	○
Pay and benefits:	○	○	○	○	○	○
Navy Chaplains I've known:	○	○	○	○	○	○
Freedom of personal religious expression:	○	○	○	○	○	○
Opportunity to work with clergy from different faiths:	○	○	○	○	○	○
Opportunity for worldwide travel:	○	○	○	○	○	○
Medical/Exchange/Grocery benefits:	○	○	○	○	○	○

10. If you considered chaplaincy in another service, which one?

- ☐ Did not consider any other service. (Please Skip to Question 13)
- ☐ Air Force
- ☐ Army

11. Were you offered a bonus by another service?

- ☐ Yes
- ☐ No (Please Skip to Question 13)

12. If you were offered a bonus, was the bonus:

- ☐ Monetary?
- ☐ Pay off student loans?
- ☐ Combination of A & B?
- ☐ Non-monetary bonus?
- ☐ Combination of monetary and nonmonetary bonuses?

13. To what extent are you satisfied with your decision to become a Navy Chaplain?

- ☐ Almost always satisfied.
- ☐ Satisfied more than half the time.
- ☐ Satisfied less than half the time.
- ☐ Mostly dissatisfied.

14. Overall, how did you perceive the "screening" process?

- ☐ Too weak, i.e., easy or insufficient screening.
- ☐ Basically appropriate but cumbersome, i.e., difficult to navigate.
- ☐ Too intrusive.
- ☐ Just right.

15. Would providing an monetary incentive increase chaplain recruiting?

☐ Yes
☐ No
☐ Unsure

* 16. Please state the amount you believe would be appropriate to attract quality chaplain recruits.

_____

* 17. Which of the following would you agree would increase interest in Navy Chaplaincy?

	Strongly agree	Agree	Not sure but lean towards agree	Not sure but lean towards disagree	Disagree	Strongly disagree
Guaranteed first assignment:	○	○	○	○	○	○
Payment of a percentage of student loans:	○	○	○	○	○	○
A monetary signing bonus:	○	○	○	○	○	○

18. Do you presently have student loans incurred due to studies for the educational requirements to become a chaplain?

☐ Yes
☐ No

19. If you answered "yes" to 18 above, please enter approximate total loan amount. If "no" please skip to next question.

_____

20. Are you:

☐ Active Duty?
☐ Reserve?

21. How long have you served as a chaplain?

☐ < 6 mos.
☐ 7 through 12 mos.
☐ 13 through 18 mos.
☐ 18 through 24 mos.

B. Summary of Results

1. I agree to participate in this survey.		Response Percent	Response Count
yes		100.0%	26
no (If "no" please exit the survey)		0.0%	0
	answered question		26
	skipped question		0

2. What is your age?	Response Count
	26
answered question	26
skipped question	0
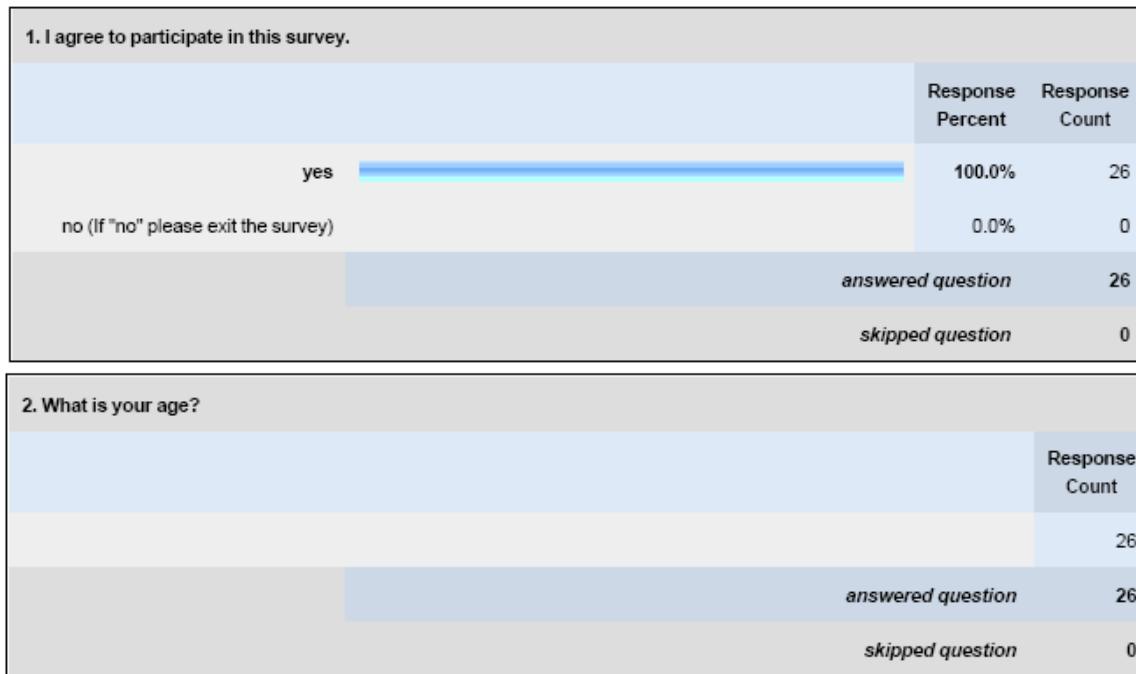
The following table is the text response for question 2.

Response Text
47
48
44
41
33
38
36
36
40
37
45
36
33
43
47
39
34

27
48
36
35
38
34
38
46
46

3. What is your current marital status?
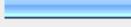
		Response Percent	Response Count
Single, never married.		23.1%	6
Married		76.9%	20
Divorced, Separated, Widowed		0.0%	0
	answered question		26
	skipped question		0

4. How many dependents (not including your spouse) do you have?

	Response Count
	26
answered question	26
skipped question	0

The following table is the text response for question 4.

Response Text
1
0
1
0
0
3
0
2
3
5
3
1
0
2
2
2
0
1
1
3
2
0
0
0
1
2

5. What is your ethnic descent?

	Response Percent	Response Count
White/Caucasian	80.8%	21
Black/African American	7.7%	2
Asian/Pacific Islander	3.8%	1
Native American/Aleut/Eskimo	0.0%	0
Spanish/Hispanic/Latino	7.7%	2
Other	0.0%	0
answered question		26
skipped question		0

6. What is your gender?

	Response Percent	Response Count
Male	88.5%	23
Female	11.5%	3
answered question		26
skipped question		0

7. Which one of the following factors most drew you to Navy Chaplaincy?

	Response Percent	Response Count
Pay and Benefits.	7.7%	2
Navy Chaplaincy's reputation.	3.8%	1
Prior Naval service	19.2%	5
Knew a Navy chaplain.	15.4%	4
Other	73.1%	19
answered question		26
skipped question		0

	Response Count
8. If you answered "other" in question 7, please list or state the other reasons you were drawn to Navy Chaplaincy. If not please skip to question 9.	
	19
answered question	19
skipped question	7

The following table is the text response for question 8.

Response Text
The opportunity to serve G-d and my country
The Navy was my first choice because of the unique strains that are on Navy families because service members are deployed for such long periods of time.
I went to seminary with a focus on youth ministry. While there the USS Cole was attacked and I learned that the average age of sailors was 19 and I was drawn to the youth ministry aspect of military ministry in a high stress environment.
I had already been a VA Chaplain and really enjoyed institutional ministry. I entered CPE because a friend did it, it paid, and I didn't know what type of ministry I wanted to do at that time. I love institutional ministry. After working with Veterans, I wanted to continue institutional ministry with the military. I chose Navy because of the couple of Navy Chaps I knew. Navy were the only branch coming to my seminary and I worked at hospital with a Navy Chaplain (retired)
Navy Chaplaincy was the best fit with my spiritual gifts and ministry calling - incarnational, missional, eccumenical, bi-vocational ministry with high degree of human interaction and cultural engagement outside of a traditional parish setting.
Calling to serve
Serve my country.
God's calling.
Prior Marine/ Felt called to the Chaplaincy
Working with a broad variety of people and ethnic/cultural groups in a diverse and challenging environment.
Need expressed for "liturgical Protestant" chaplains and encouragement from my denomination for clergy to serve now.
Prior USMC Service, and a calling to serve those who serve our Country.
I felt called to military ministry; almost went to USNA out of high school before accepting call into ministry.
Opportunity to minister to Sailors, utilizing skills and knowledge in leadership and interpersonal communication to young Sailors.
God's direction in my life
Prior Marine Corps service. A chance to go to sea.

|	
Always interested in military. Saw Navy chaplaincy as an opportunity to exercise my gifts. Felt called by God.	
Ecstatic Religious Experience	
Family legacy together with knowledge of the shortage of chaplains at this present time.	

9. Of the following, indicate your agreement with the importance for your decision to enter Navy Chaplaincy:

	Strongly agree	Agree	Not sure but lean towards agree	Not sure but lean towards Disagree	Disagree	Strongly Disagree	Response Count
Navy Chaplaincy's reputation:	11.5% (3)	46.2% (12)	19.2% (5)	7.7% (2)	11.5% (3)	3.8% (1)	26
Pay and benefits:	15.4% (4)	34.6% (9)	30.8% (8)	11.5% (3)	7.7% (2)	0.0% (0)	26
Navy Chaplains I've known:	19.2% (5)	30.8% (8)	11.5% (3)	0.0% (0)	26.9% (7)	11.5% (3)	26
Freedom of personal religious expression:	11.5% (3)	42.3% (11)	15.4% (4)	3.8% (1)	19.2% (5)	7.7% (2)	26
Opportunity to work with clergy from different faiths:	34.6% (9)	34.6% (9)	19.2% (5)	0.0% (0)	7.7% (2)	3.8% (1)	26
Opportunity for worldwide travel:	30.8% (8)	53.8% (14)	15.4% (4)	0.0% (0)	0.0% (0)	0.0% (0)	26
Medical/Exchange/Grocery benefits:	11.5% (3)	30.8% (8)	30.8% (8)	0.0% (0)	23.1% (6)	3.8% (1)	26
						answered question	26
						skipped question	0

10. If you considered chaplaincy in another service, which one?

	Response Percent	Response Count
Did not consider any other service. (Please Skip to Question 13)	57.7%	15
Air Force	23.1%	6
Army	23.1%	6
answered question		26
skipped question		0
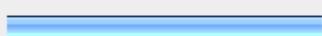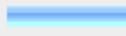
11. Were you offered a bonus by another service?

		Response Percent	Response Count
Yes		4.5%	1
No (Please Skip to Question 13)		95.5%	21
		answered question	22
		skipped question	4

12. If you were offered a bonus, was the bonus:

		Response Percent	Response Count
Monetary?		100.0%	1
Pay off student loans?		0.0%	0
Combination of A & B?		0.0%	0
Non-monetary bonus?		0.0%	0
Combination of monetary and nonmonetary bonuses?		0.0%	0
		answered question	1
		skipped question	25

13. To what extent are you satisfied with your decision to become a Navy Chaplain?

		Response Percent	Response Count
Almost always satisfied.		65.4%	17
Satisfied more than half the time.		26.9%	7
Satisfied less than half the time.		7.7%	2
Mostly dissatisfied.		0.0%	0
		answered question	26
		skipped question	0

14. Overall, how did you perceive the "screening" process?
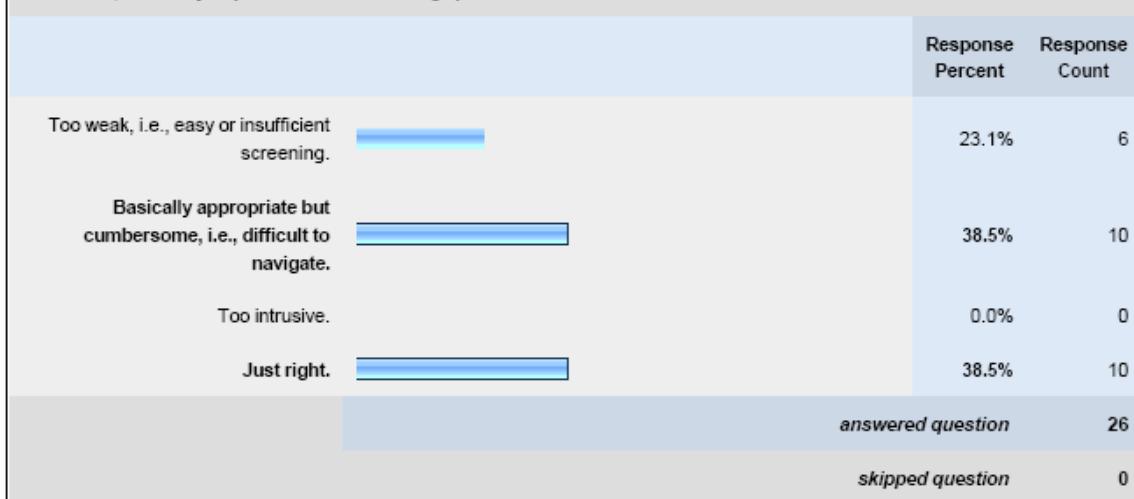
		Response Percent	Response Count
Too weak, i.e., easy or insufficient screening.		23.1%	6
Basically appropriate but cumbersome, i.e., difficult to navigate.		38.5%	10
Too intrusive.		0.0%	0
Just right.		38.5%	10
	answered question		26
	skipped question		0

15. Would providing an monetary incentive increase chaplain recruiting?

		Response Percent	Response Count
Yes		53.8%	14
No		7.7%	2
Unsure		38.5%	10
	answered question		26
	skipped question		0

16. Please state the amount you believe would be appropriate to attract quality chaplain recruits.
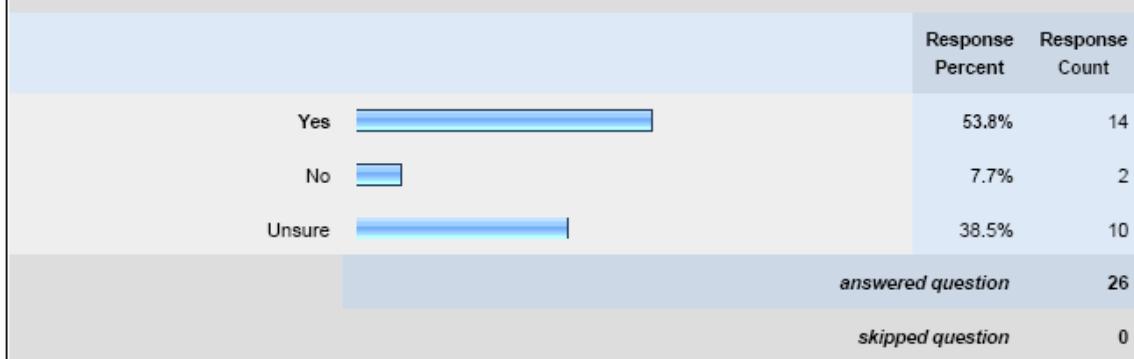
	Response Count
	26
answered question	26
skipped question	0

The following table is the text response for question 16.

Response Text
I do not known
Unsure
?
I'd like to see interest in the chaplaincy for other reasons
Believe stipend; or paying for some of school; like MD's get; Chaps go to OIS just like they do.
10k signing bonus, 5K annual pro pay, and/or comparable to Army bonus.
$5-10K
Anyone who does it for money should be shot.
5000
30000
50000
$20K SIGNING BONUS
10000
10000
25000
10000
10000
10000
40000
Pay off student loans
20000
$10,000 bonus
20000
I don't believe that should happen
50000
20K

17. Which of the following would you agree would increase interest in Navy Chaplaincy?

	Strongly agree	Agree	Not sure but lean towards agree	Not sure but lean towards disagree	Disagree	Strongly disagree	Response Count
Guaranteed first assignment:	11.5% (3)	38.5% (10)	34.6% (9)	7.7% (2)	7.7% (2)	0.0% (0)	26
Payment of a percentage of student loans:	57.7% (15)	34.6% (9)	3.8% (1)	3.8% (1)	0.0% (0)	0.0% (0)	26
A monetary signing bonus:	30.8% (8)	42.3% (11)	23.1% (6)	0.0% (0)	3.8% (1)	0.0% (0)	26
						answered question	26
						skipped question	0

18. Do you presently have student loans incurred due to studies for the educational requirements to become a chaplain?

		Response Percent	Response Count
Yes		38.5%	10
No		61.5%	16
		answered question	26
		skipped question	0
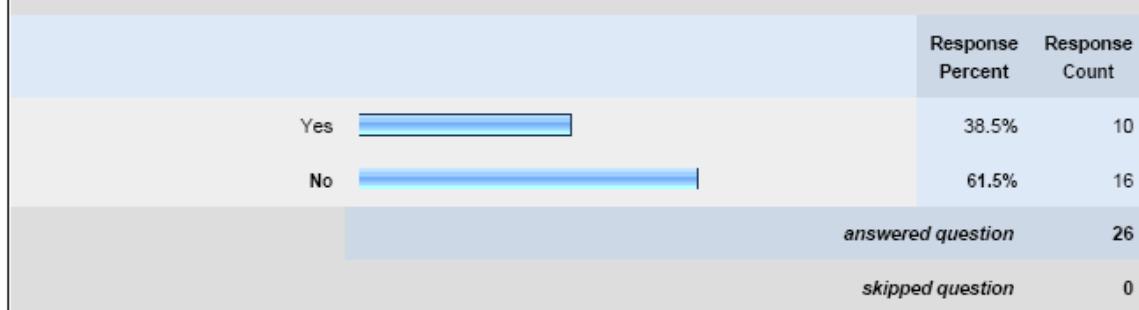
19. If you answered "yes" to 18 above, please enter approximate total loan amount. If "no" please skip to next question.

	Response Count
	10
answered question	10
skipped question	16

The following table is the text response for question 19.

Response Text
not certain
10000
58000
40000
70000
100000
35000
35000
25000
35000

20. Are you:

	Response Percent	Response Count
Active Duty?	96.2%	25
Reserve?	3.8%	1
answered question		26
skipped question		0

21. How long have you served as a chaplain?

	Response Percent	Response Count
< 6 mos.	0.0%	0
7 through 12 mos.	7.7%	2
13 through 18 mos.	57.7%	15
18 through 24 mos.	34.6%	9
answered question		26
skipped question		0
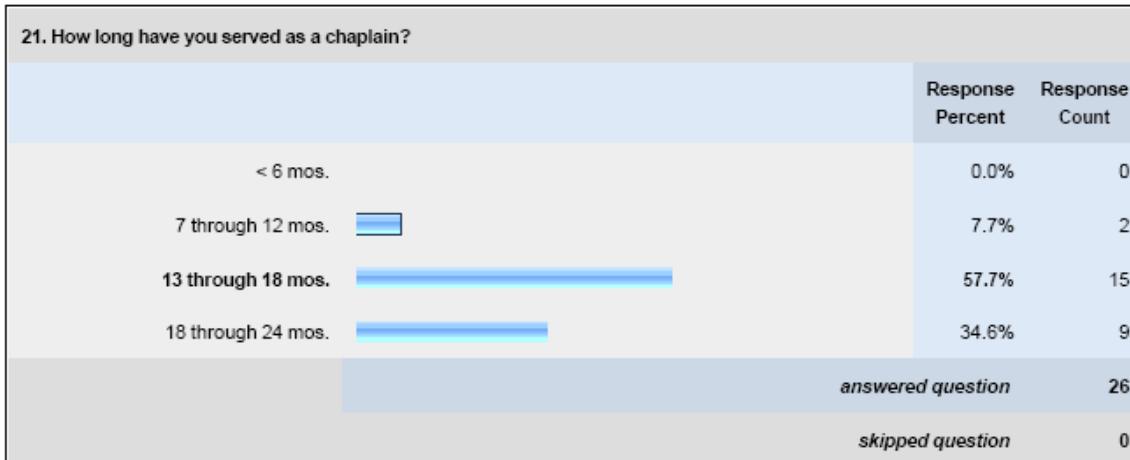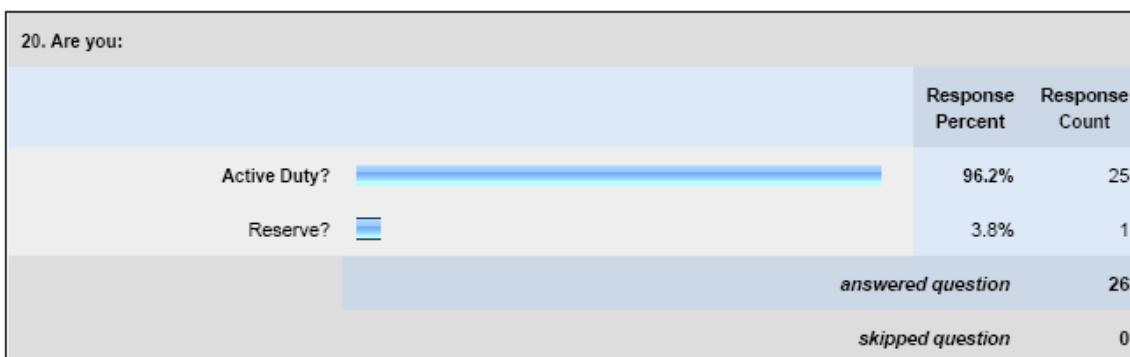
Appendix C. Senior Chaplain Interview Questions

1. Do you believe there is a current recruiting problem in the chaplain corps?

   A) Yes

   B) No

2. Do you think the chaplain corps should offer a recruiting bonus to attract more candidates?

   A) Yes

   B) No

   C) Unsure

3. If you feel a bonus should be offered, how much should it be?

4. Besides a bonus, what other incentives do you feel would contribute to increased recruiting?

5. Considering the last junior chaplain you worked with (e.g., with one or two years service), how would you rate this person in terms of overall quality?

   A) Excellent—top notch.

   B) Excellent—with identifiable areas for improvement.

   C) Average or adequate.

   D) Poor—problematic.

6. Do you believe we can increase junior chaplain quality through changing the screening process?

   A) Yes

B) No

C) Unsure

7. What changes to the screening process would you recommend?

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8. Do you think testing using "emotional intelligence" would increase junior chaplain quality, including possible non-acceptance?

A) Yes

B) No

C) Unsure

9. Should the chaplain corps offer to pay a percentage of student loan debt to attract recruits?

A) Yes

B) No

10. What are some non-monetary incentives the chaplain corps might use to attract recruits?

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Appendix D. Navy Region West Officer Accession Goals By NRD

Table 10.   Navy Region West Officer Recruiting Goals
(From Logan, 2008)

Program	Region WEST 200	Chicago 221	Denver 225	Minneapolis 228	Phoenix 230	Dallas 231	Houston 232	L A 236	Portland 237	SF 238	Seattle 239	San Diego 240	San Antonio 246	St Louis 247
	G	G	G	G	G	G	G	G	G	G	G	G	G	G
Nuclear Out Year	80	6	6	8	6	7	8	6	5	5	5	6	5	7
Nuclear In Year	44	4	4	5	3	3	4	3	3	3	3	3	2	4
CEC	32	3	2	3	3	3	3	2	2	2	2	2	2	3
SWO-EDO	13	1	1	1	1	1	1	1	1	1	1	1	1	1
SWO-Metoc	13	1	1	1	1	1	1	1	1	1	1	1	1	1
SWO-IP	13	1	1	1	1	1	1	1	1	1	1	1	1	1
OCS	343	31	28	39	27	20	23	29	23	31	24	22	18	28
Chap DA	32	2	3	2	2	2	2	4	1	3	2	2	2	5
Chap Stu	26	1	3	2	1	2	1	4	2	1	2	1	2	4
MC DA/FAP	11	1	1	1	1	1	1	1	0	1	1	1	0	1
MC HPSP	107	13	10	10	6	6	8	7	6	6	7	9	7	12
DC DA/FAP/Dental Stu (2205/1925)	22	2	1	3	1	1	2	3	2	2	1	2	1	2
DC HPSP	35	3	3	5	2	1	2	4	2	3	2	3	2	3
MSC DA	46	6	4	3	2	4	3	5	1	3	3	3	3	5
MSC Stu	26	3	2	3	1	2	2	2	2	1	2	2	2	3
NC DA	26	3	2	3	1	2	2	1	1	1	2	2	3	2
NC NCP	24	3	2	2	1	2	2	2	1	1	2	2	1	3
Total	893	84	74	92	60	59	66	76	54	66	61	63	53	85

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Appendix E. Navy Region East Officer Accession Goals by NRD

Table 11.   Navy Region East Officer Recruiting Goals
(From Denny, 2008)

FY2008 Active Component Officer Goals: NRD Summary

Contract Goals	East FY08	Neng FY08	NY FY08	Jax FY08	Atl FY08	Nash FY08	Ral FY08	Rich FY08	Ohio FY08	Phil FY08	Pitt FY08	Mich FY08	Norl FY08	Mia FY08
Nuclear Out-year	100	11	5	8	5	8	10	10	10	6	10	8	5	4
Nuclear In-year	56	5	4	4	5	4	6	5	4	3	6	4	3	3
CEC	39	4	3	3	3	4	3	4	4	1	4	3	1	2
SWO-EDO (New)	13	1	1	1	1	1	1	1	1	1	1	1	1	1
SWO-Metoc (New)	13	1	1	1	1	1	1	1	1	1	1	1	1	1
SWO-IP (New)	13	1	1	1	1	1	1	1	1	1	1	1	1	1
Other OCS & OIS	455	43	35	41	23	33	40	51	43	27	37	33	27	22
Chaplain ACDU DA	39	5	3	2	2	4	4	5	4	3	2	2	2	1
Chaplain Students	34	4	4	1	2	3	4	4	3	2	2	2	2	1
Physician ACDU DA & FAP	24	2	2	2	1	2	2	2	2	2	2	2	2	1
HPSP MC	143	15	13	7	7	10	8	17	12	12	12	10	8	12
Dental DA & FAP, DS (51925x,322057)	26	2	3	1	0	2	2	2	3	1	2	2	3	3
Out-year Dental Students (51985x)	40	5	3	3	2	3	3	4	2	2	5	5	1	2
MSC DA/Recall	60	6	4	3	3	3	5	7	4	5	5	5	5	5
MSC Student	34	3	1	4	2	4	2	2	4	2	1	3	2	4
Nurse ACDU DA/Recall	33	4	2	3	2	3	3	3	3	2	2	3	2	2
NCP	31	3	2	3	2	3	2	2	3	2	2	3	2	2

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2003 - 2008 Sponsored Research Topics

Acquisition Management

- Software Requirements for OA
- Managing Services Supply Chain
- Acquiring Combat Capability via Public-Private Partnerships (PPPs)
- Knowledge Value Added (KVA) + Real Options (RO) Applied to Shipyard Planning Processes
- Portfolio Optimization via KVA + RO
- MOSA Contracting Implications
- Strategy for Defense Acquisition Research
- Spiral Development
- BCA: Contractor vs. Organic Growth

Contract Management

- USAF IT Commodity Council
- Contractors in 21st Century Combat Zone
- Joint Contingency Contracting
- Navy Contract Writing Guide
- Commodity Sourcing Strategies
- Past Performance in Source Selection
- USMC Contingency Contracting
- Transforming DoD Contract Closeout
- Model for Optimizing Contingency Contracting Planning and Execution

Financial Management

- PPPs and Government Financing
- Energy Saving Contracts/DoD Mobile Assets
- Capital Budgeting for DoD
- Financing DoD Budget via PPPs
- ROI of Information Warfare Systems
- Acquisitions via leasing: MPS case
- Special Termination Liability in MDAPs

Human Resources

- Learning Management Systems
- Tuition Assistance
- Retention
- Indefinite Reenlistment
- Individual Augmentation

Logistics Management

- R-TOC Aegis Microwave Power Tubes
- Privatization-NOSL/NAWCI
- Army LOG MOD
- PBL (4)
- Contractors Supporting Military Operations
- RFID (4)
- Strategic Sourcing
- ASDS Product Support Analysis
- Analysis of LAV Depot Maintenance
- Diffusion/Variability on Vendor Performance Evaluation
- Optimizing CIWS Lifecycle Support (LCS)

Program Management

- Building Collaborative Capacity
- Knowledge, Responsibilities and Decision Rights in MDAPs
- KVA Applied to Aegis and SSDS
- Business Process Reengineering (BPR) for LCS Mission Module Acquisition
- Terminating Your Own Program
- Collaborative IT Tools Leveraging Competence

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